THE STAR
ENTERTAINMENT
GROUP

SUSTAINABILITY REPORT
2021

THE STAR
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GROUP

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 Pyrmont on which our corporate office is currently based, the Gadigal people of the Eora Nation. We also wish to pay our respects to Elders past, present and emerging.

'Jalaman Making Honey' artwork for Reconciliation by Devene Cockatoo-Collins

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THE STAR
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SECTION 01

CEO'S AND EXECUTIVE SPONSOR'S MESSAGES

CEO'S MESSAGE

On behalf of the Board of Directors and the Executive Team, it gives me great pleasure to share The Star's inaugural Sustainability Report for the 2021 financial year.

Our vision, to be Australia's leading integrated resort company, is guided by our core values of 'Ownership', 'True Teamwork', 'Welcoming' and 'Do The Right Thing' which is embedded across every facet of how we operate as a business.

We know that we cannot achieve our vision without lifting the bar each year on the management of our environmental, social and governance (ESG) risks and opportunities and we have committed ourselves to continuous improvement.

In the face of a challenging year as a result of the COVID-19 pandemic and its impact on our operations, I have been energised and inspired by the resilience, commitment and dedication shown by our team members across each of our properties in Sydney, Brisbane and the Gold Coast.

Despite these obstacles, we have been working to drive forward our sustainability objectives as part of our 'Our Bright Future' sustainability strategy. Throughout the 2021 financial year, we have progressed against our commitments and set further goals and sustainability initiatives to position The Star for the future, including:

- Setting the pathway to how we are going to achieve our net-zero carbon emissions reduction target by 2030
- Releasing our first Modern Slavery and Human Trafficking Statement
- Further aligning our material issues to the United Nations Sustainable Development Goals, and commenced measuring our contribution to those goals
- Becoming a signatory to the Global Compact Network Australia in support of the UN Global Compact
- Being recognised as a Silver Employer in the Australian Workplace Equality Index.

Over the last five years, the results of our commitment has been reflected in The Star's recognition as a global sustainability leader (Casino and Gaming Industry) on the Dow Jones Sustainability Index.

During the year, we continued to foster a diverse and inclusive environment for our workforce and the millions of guests we welcome each year. Our team-member led working groups across LGBTQI+, gender, multiculturalism and Reconciliation have made significant strides to ensure our properties reflect the communities we serve.

We have ambitious plans in place for the future of Australia's tourism, hospitality and entertainment industries with an investment pipeline of more than $7 billion and we are proud to say that these new developments all carry green building commitments to help us transition to a low carbon economy.

As these transformational projects begin to open from next year, we will continue to take a long-term approach to the sustainable management of our assets, to support our people, the environment, and the communities in which we operate.

Although, we are delighted with the progress that we have made so far, we recognise there is still significant work to be done in order to deliver on our long-term goals, and to ensure we meet our greater sustainability targets and objectives.

Matt Bekier
Managing Director and CEO
The Star Entertainment Group

EXECUTIVE SPONSOR'S MESSAGE

At The Star, we are working towards instilling a sustainability-focussed culture across our business and embedding that within our workforce and operations. We recognise the long-term value our environmental, social and governance (ESG) performance creates for our guests, team members, investors and the broader community.

I would like to thank all our team members, and our Sustainability Advisory Board 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. We are excited to build on the momentum we have made to date, particularly over the last 18 months, given periods of restricted operating environments and property closures due to the ongoing impacts of COVID-19.

Our inaugural Sustainability Report outlines our key material issues and how we respond to these, provides an overview of our progress, projects and achievements across FY2021, as well as the ways in which we hold ourselves accountable.

Creating our first Sustainability Report this year has enabled us to share more detail on how we are managing our material issues consistently. In this Report, we have taken a deeper dive into our data and results and how we align ourselves with the 10 Principles of the UN Global Compact, the Global Reporting Initiative, the UN Sustainable Development Goals and the TCFD framework.

We place great importance on the rigour of our processes and in our performance reporting and recognise the value this brings to our stakeholders.

This report forms part of The Star's wider ESG response and 2021 reporting suite which also includes our 2021 Annual Report. Further, to ensure the integrity of our information is tested, we have expanded our assurance this year to include relevant social metrics and we have expanded our environmental metrics from FY2020. Our assurance statements are presented to our Board of Directors and management teams.

In FY2021, we made progress against our sustainability goals which have been highlighted throughout this Report.

These include taking steps towards reducing modern slavery risk in our supply chain. In addition, we have increased our capacity to further reduce potential gambling related harm, expanded our diversity and inclusion program and improved our management of physical climate-related risks and transition risks.

As we look to the future and move into The Star's next phase of developing some of Australia's best tourism, entertainment, and hospitality destinations, we will keep prioritising ESG in our investment decision making processes and operations to make sure we 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. I look forward to sharing our next steps and our achievements in our future Reports.

Paula Martin
Executive Sponsor and Chair
Sustainability Advisory Board
The Star Entertainment Group

THE STAR
ENTERTAINMENT GROUP

SECTION 02

ABOUT US, PERFORMANCE AND HIGHLIGHTS

OUR VISION

At The Star Entertainment Group we aspire to be Australia's leading integrated resort company by offering the best variety of gaming, food, beverage, hospitality tourism and entertainment experiences for our guests.

ABOUT US

The Star Entertainment Group is an ASX 100 listed company operating world-class tourism, entertainment, and hospitality destinations across Australia.

We own and operate The Star Sydney, The Star Gold Coast and Treasury Brisbane and manage the Gold Coast Convention and Exhibition Centre on behalf of the Queensland Government. The Star Entertainment Group, with its joint venture partners, also owns the Sheraton Grand Mirage Resort (operated externally) on the Gold Coast.

A multi-billion dollar investment pipeline underpins our vision and we also take great pride in our commitment to supporting the communities in which we operate across Sydney and South East Queensland. Our values – Ownership, True Teamwork, Welcoming and Do The Right Thing – outline what we believe in and how we operate as an organisation.

We are also focussed on promoting and fostering a culture of responsibility for long-term sustainability and prosperity for our business, our cities, and our people.

A MULTI-BILLION DOLLAR INVESMENT PIPELINE

Anticipated to progressively open in the first half of 2023, the transformational $3.6 billion Queen's Wharf Brisbane project will create a vibrant new tourism playground within the CBD and put Brisbane on the global map.

Once fully operational, Queen's Wharf will deliver 50+ new bars, restaurants and cafes, 4 new hotels including world renowned brands such as Rosewood, The Ritz-Carlton and Dorsett, 12 football fields of public space and thousands of additional jobs once operational.

Since 2014, The Star Gold Coast has undergone an extraordinary $850 million transformation including the opening of all-suit luxury hotel The Darling and redevelopment of the 5-star The Star Grand.

There are currently two towers being constructed on Broadbeach Island including the internationally acclaimed Dorsett hotel and The Star Residences tower, which is expected to open in 2022.

Additionally, The Star Gold Coast has a state-government approved $2 billion master plan, which if full realised will deliver an additional three hotel and apartment towers, including world-class resort and entertainment facilities, new dining precincts, a luxury day spa and wellness centre and tropical recreation areas.

AROUND 8,000 TEAM MEMBERS

18 MILLION+ GUESTS WELCOMED EACH YEAR pre-COVID-19

7 HOTELS

60+ BARS AND RESTAURANTS

ABOUT THIS REPORT

This Report covers the 2021 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 scope and boundary of this Report covers all properties that we have operational control over in Australia as defined by the National Greenhouse and Energy Reporting Act.

This Report is structured in sections to assist in the location of information. Most sections reflect our key material issues including responsible gambling, community well-being and trust, diversity and inclusion, and climate change and have also been aligned to the United Nations Sustainable Development Goals.

This Report has been reviewed by our internal Sustainability Advisory Board, our Executive Committee and our Board People, Culture and Social Responsibility Committee. We welcome any feedback on this Report to help us shape our ESG strategy into the future.

Sky Deck at Queen's Wharf Brisbane. Concept image only.
© Destination Brisbane Consortium.

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 2021 documents have been included below:

- The Star Entertainment Group 2021 Annual Report
- Modern Slavery and Human Trafficking Statement
- Sustainability Strategy and Materiality Assessment
- Climate-related Disclosures Report
- Beyond 2020 Sustainability Action Plan
- UN Global Compact signatory information and Letter of Commitment (our Communication on Progress has been provided on page 80 of this report)
- The Star Entertainment Group Workplace Gender Equality Agency Report

Assurance

In the 2021 financial year, our scope of assurance increased to include additional environmental and social metrics to ensure integrity and confidence in our reporting.

This Report includes, on page 93, a statement from our auditors, EY, who have provided limited assurance in accordance with Australian Standards on Assurance Engagements ASAE 3000 over key subject matter including carbon emissions, energy and water data, waste and recycling data, employee safety (Total Recordable Injury Frequency Rate (TRIFR)), workforce diversity (female representation across employee and management cohorts) and gender pay gap data points.

EY's Limited Assurance Statement provides a detailed scope and boundary of the assurance provision.

The resource data in this report is supported by a Basis of Preparation which can be found on our website.

WE HAVE CONTRIBUTED

$7.8 million+ IN DONATIONS, COMMUNITY GRANTS AND SPONSORSHIPS IN FY2021

$100 million+ TO QUEENSLAND'S GAMBLING COMMUNITY BENEFIT FUND SINCE 1987

$14.8 million TO RESPONSIBLE GAMBLING FUND (NSW) IN FY2021

$371 million+ TO 2,368 LOCAL AND AUSTRALIAN BUSINESSES

Sustainability Award Bronze Class 2021 S&P Global — Included in the S&P Global Sustainability Yearbook 2021

Member of Dow Jones Sustainability Indices Powered by the S&P Global CSA — A Sustainability Leader 2020 Dow Jones Sustainability Index

SUSTAINABLE BUSINESS AWARD – OPERATOR

2020 Industry Community Awards

2021 Forbes Travel Guide — 2021 FORBES FIVE STAR AWARD
The Darling Sydney

FTSE4Good — We continue to be a constituent of the FTSE4Good Index

32+ tonnes OF FURNITURE, EQUIPMENT, UNIFORMS AND HOTEL LINEN DONATED SINCE THE PROGRAM BEGAN

~2,500 kg OF SOAP DONATED TO SOAP AID'S 'HOTEL TO HANDS' PROGRAM

62,000+ kg OF FOOD DONATED TO FOOD RESCUE ORGANISATIONS SINCE THE PROGRAM BEGAN

23.6% REDUCTION IN CARBON INTENSITY SINCE FY2013

OUR ENVIRONMENTAL TARGETS

NET-ZERO CARBON EMISSIONS BY 2030
(for our wholly owned and operated properties)

90% OF OUR PORTFOLIO TO BE GREEN RATED

100% OF OUR TAKEAWAY FOOD PACKAGING TO BE COMPOSTABLE

30% REDUCTION IN CARBON INTENSITY BY 2023

30% REDUCTION IN WATER INTENSITY BY 2023

THE STAR
ENTERTAINMENT GROUP

SECTION 03

PERFORMANCE TIMELINE

PERFORMANCE TIMELINE

2011

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

2013

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

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 working groups (LGBTQI+, Multicultural, Gender) established

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

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

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'

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

2022 AND BEYOND...

- Targeting 90% coverage of third-party certified environmental ratings across our portfolio by 2022
- Targeting 100% takeaway food packaging to be compostable
- Targeting innovative carbon abatement projects

THE STAR
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SECTION 04

CORPORATE GOVERNANCE

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

THE GLOBAL GOALS
For Sustainable Development

CORPORATE GOVERNANCE

The Star Entertainment Group's Board strongly supports the principles of corporate governance and is committed to maintaining the highest standards within the company. This is particularly important given the highly regulated environment in which this company operates and the need to ensure that its businesses are sustainable.

Our policies and corporate governance practices are reviewed annually and will continue to be developed and refined to meet the needs of the company and best practice.

Our 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 to conduct the company's casino operations and related activities
- Australian Standard AS 8000 - 2003 – Good Governance Principles.

The Star also chooses to comply with a range of voluntary codes of practice, risk, and transparency frameworks to assist stakeholders in understanding our business. We strive to adhere to the principles and spirit of the following frameworks:

- Global Reporting Initiative
- Taskforce on Climate-related Financial Disclosure
- 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. Important among these are the following publicly available policies:

- Code of Conduct
- Share trading related polices
- Anti-bribery and Corruption
- Compliance Policy
- Diversity and Inclusion
- Whistle-blower
- Health and Safety
- Environmental Management.

Many of these policies are overseen by our Ethics Panel, which is made up of key executives responsible for conduct risk management and an independent member.

This Report in itself is a key feature of our approach to good governance because it provides key information to stakeholders and represents an ongoing commitment to transparency particularly in respect of non-financial risks and performance.

We maintain detailed information about our approach to Corporate Governance and key information on our website. We also engage openly and actively with our stakeholders in relation to our Governance controls.

Artist impression of The Star Gold Coast masterplan. © Destination Gold Coast Consortium.

STAKEHOLDER ENGAGEMENT MATRIX

	HOW WE ENGAGE	KEY AREAS OF INTEREST
INVESTORS AND ANALYSTS	ASX announcements Media releases Half year and full year financial results releases Trading updates Investor presentations Annual reports Annual General Meetings Investor meetings and briefings Investor days Property tours and briefings	Financial performance Key performance indicators (KPIs) and data Non-financial performance Environmental, social and governance performance Climate change Responsible gambling Modern slavery Remuneration practices
BUSINESS PARTNERS / JOINT VENTURE PARTNERS	Formal board meetings Formal project committee group meetings Informal meetings and teleconferences Formal and informal presentations Formal and informal briefings	Financial performance KPIs and data Non-financial performance Future opportunities and workstreams
GUESTS	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	Commercial campaigns COVID-19 safety Sustainability practices Operational updates Responsible gambling updates Responsible service of alcohol updates Partnerships and promotions
TEAM MEMBERS	Intranet Internal social media Meetings Townhalls Local leaders meetings Events Email My Star app Televisions Posters Social media	Business strategy - vision Do the right thing Sustainability strategy COVID-19 updates Operational updates People and performance changes and initiatives Employee value proposition recruitment / career / benefits Health and safety Diversity and inclusion events and celebrations Development project updates Change projects Marketing campaigns
GOVERNMENT AND REGULATORS	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 Community leadership opportunities	Community licence to operate Ethical operations Responsible gambling Responsible service of alcohol Job creation Economic growth Continual capital investment

	HOW WE ENGAGE	KEY AREAS OF INTEREST
LOCAL COMMUNITY	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 Social media	Job creation Economic development Health and wellbeing Community engagement Ethical operations Community and charitable contributions Funding
SUPPLIERS	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	Expansion plans Strategic direction Existing / alternative suppliers Commercial pricing Diversity and inclusion Health and safety
TOURISM BODIES AND INDUSTRY ASSOCIATIONS	Formal face to face meetings Emails Telephone Submissions Forums and conferences Committee and leadership roles Sponsorships and partnerships Policy positions and documentation Joint advocacy to government and/or community	Economic growth Job creation Sustainability Responsible gambling Industry leadership/advocacy Diversity and inclusion Connection to local communities
MEDIA	Media releases Background briefings Direct engagement Events One-on-one interviews Social media channels Media famils	Business continuity Compliance Workforce planning Culture Regulatory and government compliance Community partnerships Commercial offerings Development and construction Job opportunities Diversity and inclusion Business operations Sustainability Financial performance

THE STAR
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SECTION 05

MATERIALITY, STRATEGY AND THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

OUR SUSTAINABILITY STRATEGY

At The Star, our vision is to be Australia's leading integrated resort company, and to achieve this, we aspire to also be a leader in sustainability across our industry.

We understand that operating a sustainable business is key to any successful company and delivering growth and shared value to our customers, our communities and especially our people should be at the heart of our strategy.

Our sustainability strategy, named 'Our Bright Future', aims to create long term value in the management of environmental, social and governance (ESG) risks and opportunities and supports us to increase our sustainability performance each year.

Our commitment to sustainability ensures we continually improve the design and operational efficiency of our properties, we grow our capability in the management of social impacts and creating a great place to work for our people, we deliver measurable improvements in ESG performance each year and we report our progress transparently to our stakeholders.

Our sustainability strategy continues to combine key priorities and objectives in a four-pillar framework which supports our business plan more broadly.

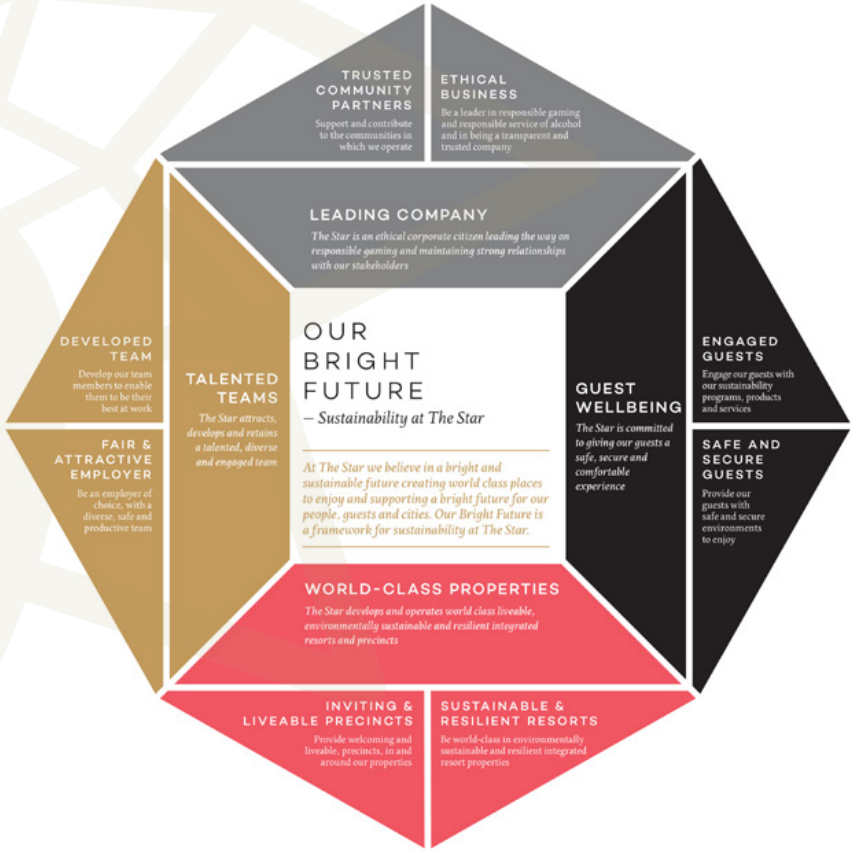
OUR FOUR SUSTAINABILITY STRATEGIC OBJECTIVES ARE:

We strive to be Australia's leading integrated resort company

We actively support guest wellbeing

We build and operate world class properties

We attract, develop and retain talented teams



FOCUSSING ON OUR MOST MATERIAL ISSUES

To ensure we hold ourselves to account and focus on the most material ESG issues in our strategies, policies, resource allocation and reporting, we conduct an annual materiality assessment supported by an external consultant.

Each year we ensure our process takes a best practice approach aligned to assurance standards and global frameworks to identify the most material issues to our stakeholders, our business and the wider community.

DEFINING MATERIAL ISSUES

Our approach to understanding our most material issues is to first define them. Each year a long list of issues are identified, considering material sustainability issues from the previous year, and then prioritised into important issues. Each issue is defined and described to ensure it covers sub-issues and describes its impact on the business. The issues cover all ESG categories and align to the strategic pillars of our Sustainability Strategy.

Issues once described are classified into 'emerging' or 'strategic issues' that are expected to have a more strategic focus over a 3-5 year time horizon and 'ongoing' or 'operational' issues that remain important over time and are core to our operating objectives.

STRATEGIC PILLAR	MATERIAL ISSUE	SUB-ISSUES AND/OR RELATED ISSUES	DESCRIPTION
Leading company	Responsible business operations~	• Responsible gambling • Responsible service of alcohol • Anti-corruption and bribery • Anti-money laundering (AML) • Ensuring legal and regulatory compliance • Doing the right thing by all of our stakeholders • Maintaining the community's trust	Operating in an responsible and sustainable way, leading by example and by holding ourselves to account. Building the company's brand and reputation by ensuring sustained compliance with applicable laws and regulations (including Responsible Gambling and Responsible Service of Alcohol); avoiding any corruption, bribery, money-laundering or criminal activities at our properties or in our operations; and operating in an responsible manner (including anti-trust, anti-competitive practices, whistleblowing and freedom of association).
Leading company	Community well-being and trust~	• Building community support and trust (across our global community) • Community engagement and development initiatives • Community partnerships • Supporting Indigenous Australians	Enhancing the well-being, prosperity and resilience of the communities that support us. Welcoming our communities and maintaining our licence to operate through investing in socio-economic development (e.g. creating jobs and driving local economic activity). Maintaining our communities' support and trust, and by supporting and advancing the wellbeing of all, including Indigenous Australians.
Leading company	Sustainable business performance^	• Investing for long-term financial performance • Innovation and research and development capabilities • Sustainable business growth and prosperity • Aligned Executive and Board remuneration	Investing for the long-term, and delivering value to all of our stakeholders. Seeking out new and sustainable growth drivers, such as sponsoring tourism activities and continuing to provide world-class hospitality and entertainment services. Aligning Board and management decision making, remuneration and succession planning to longer-term business interests and sustainability. Driving productivity throughout our operations, by innovating and investing in research and development.
Leading company	Privacy and security~	• Maintaining privacy • Data integrity and security • Guest confidentiality • Cyber security	Ensuring the privacy of our guests, employees and other partners we work with, including ensuring the security of personal data and surveillance of movements, and confidentiality of information.
Leading company	Sustainable and ethical supply chain^	• Sustainable procurement • Modern slavery and human rights • Workplace relations • Heath and safety • Environmental compliance • Food security	Fostering environmentally and socially responsible practices throughout our supply chain. Use of more environmentally sustainable materials in building construction and operations, and demanding legal, safe and fair practices, as well as promoting ethical behaviour, in our supply chains. Minimising food waste and securing more sustainable options that promote food security.
Leading company	ESG transparency~	• Authentic and transparent corporate communications • Tax transparency • Political donations	Being transparent and accountable for our ESG performance, by providing information that is reflective of responsible business practices, including ensuring transparency of political donations and paying a fair level of tax.
Guest wellbeing	Responsible Gambling^	• Responsible Gambling	Leading by example to promote Responsible Gambling by our guests. Providing safe, socially responsible and supportive gambling environments where the potential for harm associated with gambling is minimised and our guests can make informed decisions about their participation in gambling. This also includes ensuring we have responsible business processes that help protect our guests and their families, including using new technologies to proactively identify at-risk guests.
Guest wellbeing	Guest security^	• Guest security • Utilising new technology	Ensuring guest security across our properties by implementing responsible business processes for Responsible Gambling, Responsible Service of Alcohol and protecting our guests from potential harm. Adopting an intelligent approach to security with a well-trained and professional workforce and the use of innovative technologies.

STRATEGIC PILLAR	MATERIAL ISSUE	SUB-ISSUES AND/OR RELATED ISSUES	DESCRIPTION
Guest wellbeing	Guest safety and environmental health~	• Providing healthy indoor environments • Guest comfort and wellbeing • Guest health and safety • Guest wellness	Supporting the health, safety, and wellbeing of our guests by ensuring healthy, comfortable and productive indoor environments (e.g. air quality, lighting, temperature controls). As well as enabling the wellbeing and wellness of our customers, such as supporting mental health initiatives.
World class properties	Climate resilience^	• Climate risk management • Minimising carbon emissions • Supporting the transition to a net-zero economy	Developing resilient properties that minimise potential damage or impacts on our operations as a result of physical climate impacts and extreme weather events. Managing the transition risks of climate change (e.g. regulatory impacts).
World class properties	Minimising environmental impacts~	• Energy consumption • Waste management • Recycling • Water efficiency • Promoting biodiversity	Minimising our environmental impacts, including minimising our energy use, cost and carbon emissions attributable to our activities; minimising water consumption; minimising waste generated from our operations (including food waste) and increasing recycling; and avoiding pollution to water, air, soil or ecosystems, including storm water runoff.
World class properties	Sustainable precincts^	• Sustainable building design • Green Star properties • Community creation	Developing environmentally (e.g. transport, microclimates, walkability, water sensitivity, ecosystems) and socially (e.g. accessibility, heritage, indigenous places, place-making) sustainable urban precincts around our properties.
Talented teams	Diversity, inclusion and equal opportunity~	• Diversity and inclusion • Equal opportunity	Leading by example. Promoting employee diversity (e.g. gender, age, ethnicity, sexual preference) to encourage diversity of thought and inclusive ways of working together. Providing all of our team members with the opportunities they seek.
Talented teams	Employee engagement and development~	• Employee engagement • Employee attraction and retention • Leadership development • Employee training • Fair, equitable and market-leading pay • Promoting a culture based on doing the right thing	Building a workforce for the future, by supporting our people to develop meaningful careers in the hospitality sector and become tomorrow's leaders. Attracting, developing, engaging and retaining skilled employees and leaders across the organisation. Supporting them through tough times, providing fair and equitable remuneration (including across genders), and creating opportunities for our people to develop new skills and retrain so that capability is built across the sector. Listening and responding to employee feedback and creating a culture based on doing the right thing.
Talented teams	Employee health, safety and well-being~	• Health and Safety • Mental health and wellbeing	Supporting the health, safety, and wellbeing of our employees, including sponsoring mental health and wellbeing initiatives.

Material issue classification:
^ Emerging / strategic issue: an issue that is expected to have a more strategic focus over a 3-5 year time horizon
~ Ongoing / operational issue: an issue that remains important over time, and is core to The Star's operating objectives

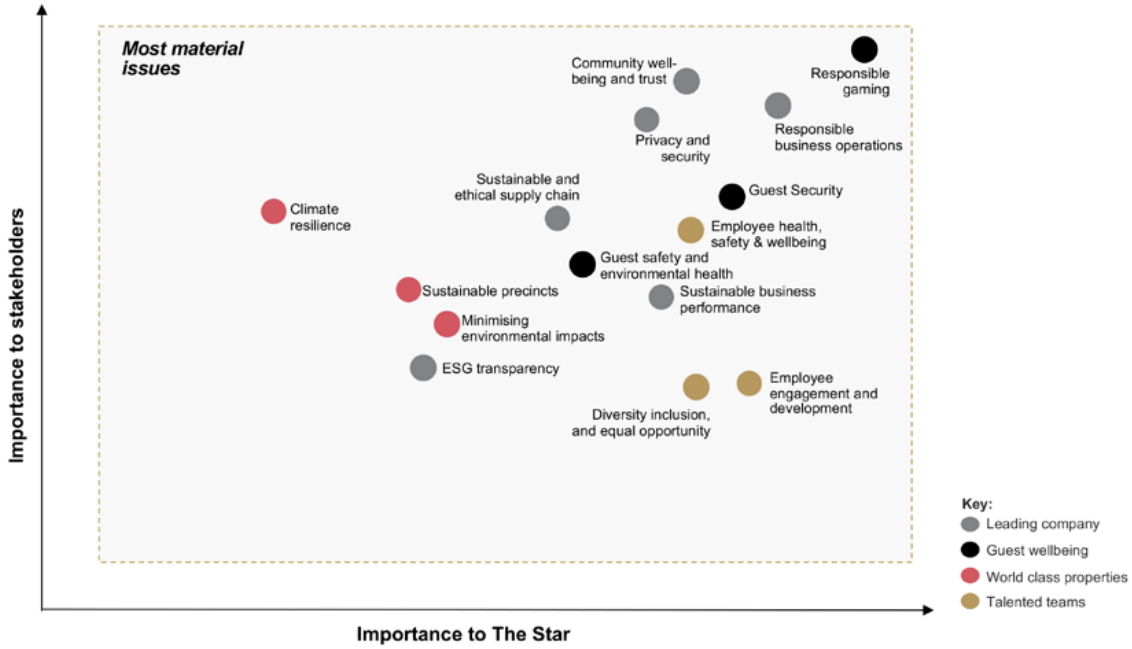
Each year we ensure our materiality assessment process takes a best practice approach aligned to assurance standards and global frameworks.

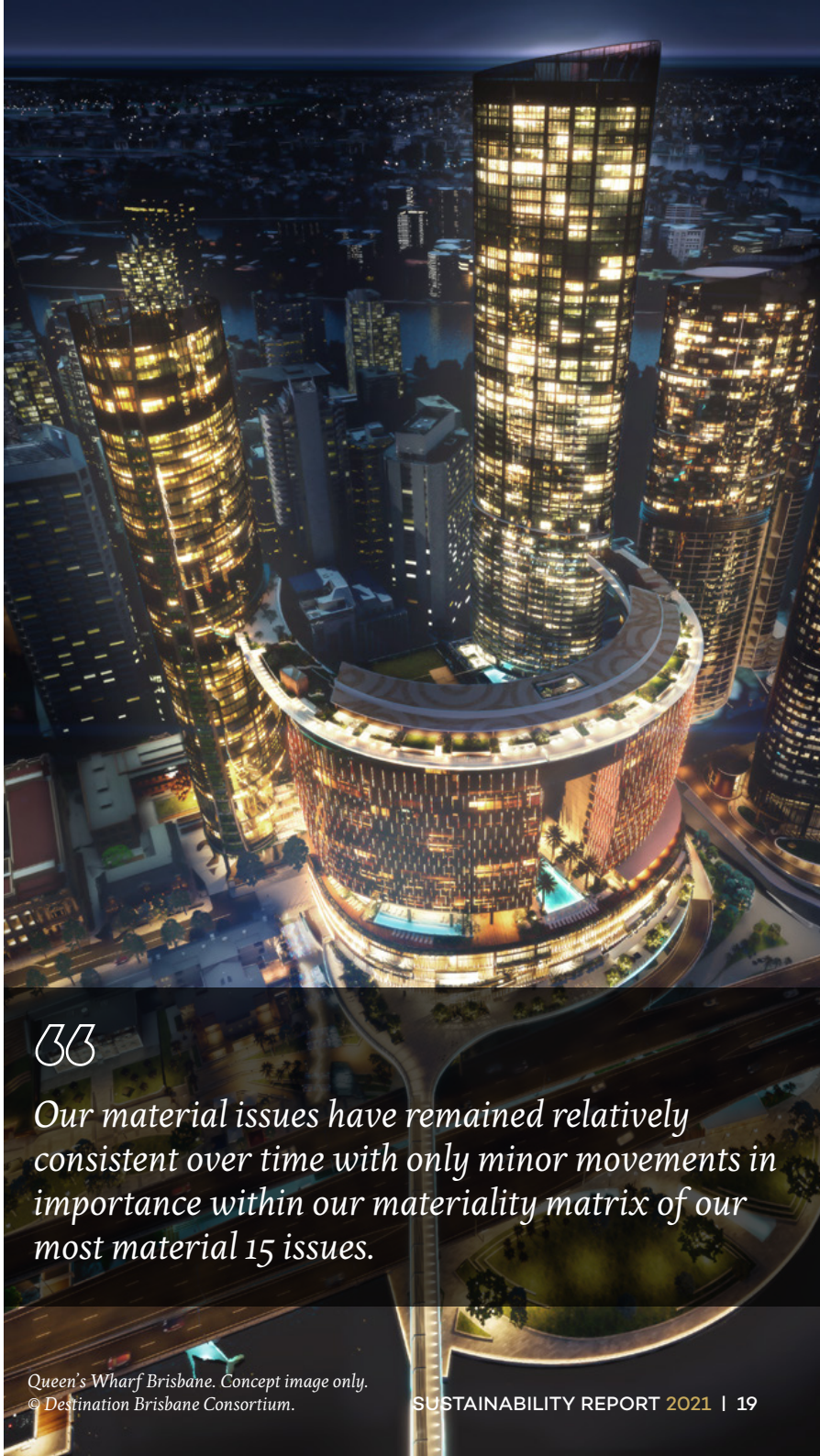
OUR MATERIALITY MATRIX

Our materiality matrix defines our fifteen most material ESG issues to our stakeholders and to our business as a result of this assessment process. All material issues identified as important to The Star and its stakeholders have been aligned to the pillars of the Sustainability Strategy and have been incorporated into the objectives of 'Our Bright Future' and our 'Beyond 2020 Sustainability Action Plan' in addition to existing controls, policies and programs.

Our material issues have remained relatively consistent over time with only minor movements in importance within our materiality matrix of our most material 15 issues. In addition to considering assurance, global standards and frameworks as part of the materiality process, this year the impacts of COVID-19 were also considered on each of the 15 most material issues, and as a consequence, any changes in the expectations that our stakeholders have of us. The impacts of COVID-19 were not regarded as additional material issues, but instead something which impacts all or at least many of our identified issues. These considerations were integrated into our analysis of each material issue and impacted the final prioritisation of the most material issues.

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.





Our material issues have remained relatively consistent over time with only minor movements in importance within our materiality matrix of our most material 15 issues.

Queen's Wharf Brisbane. Concept image only. © Destination Brisbane Consortium.

MATERIAL ISSUE		UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS
LEADING COMPANY	Ethical business operation	9, 16
	Community wellbeing and trust	16, 17
	Privacy and security	16
	Sustainable and ethical supply chain	9, 12, 17
	ESG transparency	12, 16
	Sustainable business performance	8
WORLD-CLASS PROPERTIES	Climate resilience	7, 13
	Minimising environmental impacts through operating efficiently	7, 12, 13, 14, 15
	Sustainable precincts	9, 11, 13, 14, 15
GUEST WELLBEING	Responsible gaming	3, 11
	Safety and security	3
	Healthy environments	3
TALENTED TEAMS	Diversity, inclusion and equal opportunity	5, 8, 10
	Employee engagement and development	4, 8
	Employee health, safety and wellbeing	3, 8

ALIGNING MATERIAL ISSUES WITH THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

The Star is a signatory to the Global Compact Network Australia and is committed to supporting the United Nations Sustainable Development Goals (SDGs) through our business strategic planning and operations. As a result of extending our materiality assessment to include an alignment with the SDGs, the Group is now able to support the goals further through KPIs and targets within the Sustainability Strategy aligned to our priorities.

In 2020, we released our first SDGs aligned report in support of the goals. In 2021, our efforts to contribute to the SDGs have been aligned with our Beyond 2020 Action Plan Summary in this report.

THE GLOBAL GOALS
For Sustainable Development

THE STAR
ENTERTAINMENT GROUP

SECTION 06

RESPONSIBLE GAMBLING

11 SUSTAINABLE CITIES AND COMMUNITIES

3 GOOD HEALTH AND WELL-BEING

THE GLOBAL GOALS
For Sustainable Development

RESPONSIBLE GAMBLING

The Star has a long standing commitment to working with our guests to identify and address gambling harm they may be experiencing. Our staff aim to identify signs of distress in our guests and reach out a hand to help. This is how we demonstrate gaming industry leadership.

Our responsible gambling (RG) program promotes early identification and intervention with guests who may be exhibiting signs of problem gambling.

The objective of the RG program is to minimise the potential harm caused by gambling (such as financial hardship, emotional distress and relationship breakdown), and to provide guests with the ability to make informed decisions about managing their gambling behaviours.

The key elements of our program follow.

Our responsible gambling program promotes early identification and intervention with guests who may be exhibiting signs of problem gambling.

The Darling Gold Coast

Guest support and patron liaison team members at The Star Gold Coast

The Star Gold Coast

THE STAR ENTERTAINMENT GROUP

A COMMITMENT TO OUR PEOPLE ENGAGING WITH GUESTS

Patron Liaison Managers

At The Star, each property has a designated Patron Liaison Manager (PLM) who provides on-going support to guests and team members. The PLM can provide information on gambling help services, community groups or referrals to assist our guests who may be experiencing gambling related problems. PLMs also manage the conduct of the RG program at the property level.

Guest Support Managers

At each property there is also a team of Guest Support Managers (GSM). GSMs and PLMs work closely together to minimise the impact of gambling on our guests across all three properties. GSMs are frontline staff providing instant support with:

- Guests accessing information about problem gambling, including symptoms and treatment options
- Providing guests with access to BetCare, other external support agencies and community groups
- Supporting guests through The Star's self-exclusion and personal commitment programs
- Actively approaching and engaging guests in discussion regarding RG concerns
- Addressing signs of gambling harm among our guests.

Independent Counselling Service - BetCare

We engage BetCare, a dedicated independent counselling service, to provide assistance for distressed guests (including 24/7 intervention), guests suffering from gambling problems or other mental health challenges. This partnership is available at all three properties. BetCare also assists with gambling assessments for guests seeking revocation of self-exclusions and RG exclusions and provides specialised training to our team members.

> *At The Star, each property has a designated Patron Liaison Manager (PLM) who provides on-going support to guests and team members.*

GOVERNANCE AND STAKEHOLDER ENGAGEMENT

Policies

We have established or committed to the following polices and RG information in connection with our RG program:

- Responsible Gambling Policy
- Queensland Responsible Gambling Code of Practice
- Queensland Responsible Gambling Resource Manual – Casinos
- The Star Responsible Gambling Code (available in English, Arabic, Chinese, Korean, Thai, Turkish, Vietnamese)

Training

Our team members complete a mandatory training program which includes a regular refresher course. Gaming team members complete a detailed responsible gambling training program, which includes identifying the signs of at-risk gambling. Gaming supervisors, managers, and other senior staff complete comprehensive, Guest Support Advocate (GSA) training on The Star's RG program and how to identify and respond to the signs of problem gambling.

Raising Awareness

We participate in awareness raising activities across the jurisdictions in which we operate. The Star actively participates in awareness raising weeks and promotional campaigns, sponsored by relevant government agency.

Responsible Gambling Awareness Weeks give us the opportunity to participate with help services and other stakeholders to address gambling concerns in the community. During these campaigns we use internal and guest facing communications channels to deliver harm reduction messages.

Community Support

In the two jurisdictions where we operate, we work with local communities through funding of Responsible Gambling Trusts, which fund state-wide free gambling treatment, gambling research programs and substantial community grants programs. The Star has contributed more than $100 million to Queensland's Gambling Community Benefit Fund since 1987 and contributed $14.8 million to Responsible Gambling Fund (NSW) in FY2021.

Engaging with Help Services

PLMs engage regularly with gambling help services including attending network meetings and supporting direct engagement with individual services. We have formal agreements in place help services providers to support remote exclusion and training of team members.

RG Risk Assessments

All new gambling products and services (including substantial changes) are risk assessed to ensure they are compliant, meet our high standards and do not pose an unacceptable increase in gambling related risks. These risk assessments are performed independently of the business operations by the Responsible Gambling team.

Marketing

For over a decade we have used a regulatory technology product called 'Law of the Jungle' to assist us in making sure our marketing campaigns and collateral comply with our legal obligations and RG program standards, including adoption of voluntary industry codes and guidelines in respect of responsible gambling.

Our Responsible Gambling, Marketing and Sales teams work together to ensure that all marketing and sales activity is appropriate and to reduce incentives to gamble for guests who may be at risk of gambling harm.

> *The Star has contributed more than $100 million to Queensland's Gambling Community Benefit Fund since 1987 and contributed $14.8 million to Responsible Gambling Fund (NSW) in FY2021.*

Queen's Wharf Brisbane. Concept image only. © Destination Brisbane Consortium.

SUPPORT FOR GUESTS

Guest Support Centres

In each of our properties there is a Guest Support Centre available as a dedicated space for guests to access specialised gambling support and counselling services. These spaces are accessible without having to enter the casino licensed area. They are private and away from the hustle and bustle of the property. This allows full discretion and the chance for guests to consider their gambling choices.

Upon accessing the Guest Support Centre, a GSM or PLM will be in attendance.

Pre-Commitment Program Star Assist

Star Assist is our pre-commitment service, providing guests with the option of setting daily time or spending limits. Star Assist has been designed to help guests manage their gaming spend, or usage time when playing compatible electronic gaming machines (EGMs). For guests to take advantage of Star Assist they simply become a member of The Star Club and use their membership card when playing. Once the guest has reached their daily limit the machine will lock and the guest will be unable to continue to play while their membership card is inserted in a compatible EGM.

Gamblers Help Information and Resources

Gamblers Help brochures and information can be found throughout our properties including in our Guest Support Centres and near ATMs. Information about Star Assist, BetCare and our self-exclusion program are available to guests in a range of locations and on request.

Self-Exclusion Program

Our casinos provide the option for a person to self-exclude (ban) themselves from our gambling facilities. Our teams provide sensitive and confidential support to customers who wish to self-exclude. There is no need to make an appointment, a guest can simply approach a Safety and Security Officer or a Gaming Manager and ask to be self-excluded.

If a person does not wish to come to the casino to self-exclude/ban themselves, they have the option of having the exclusion processed at a nominated Gambling Help Service.

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

There are times when we become aware of guests who are having trouble with their gambling and are not ready or able to self-exclude. In these rare cases we will take steps to exclude a person 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.

FUTURE PLANNED INITIATIVES

Data Analytics

At The Star, we are developing improved data analytical capabilities for a range of new technologies to assist with responsible gambling.

Time on Game

We are developing rules, policy and capability to allow us to consider and adopt best practice responses to manage the amount of time a guest has been continuously gaming and /or the length of time a guest has been continuously present in the gaming areas.

Now we expect that our guests will not stay in a gaming area for longer than 12 hours (this is not a continuous play measure).

We will be implementing a continuous play measure in FY2022

Facial Recognition to reduce Exclusion Breaches

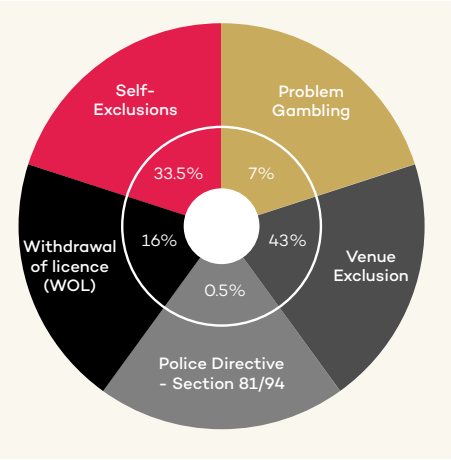
Facial recognition technology continues to improve and has been deployed at The Star Sydney. This new capability is designed with three concentric rings to increase our ability to detect excluded people, locate them and assist them in leaving our properties.

OUR PERFORMANCE THIS YEAR

Managing a leading responsible gambling program requires a commitment to evidence and data to help us make decisions about how to improve our program over time. The following measures help us track how we are going.

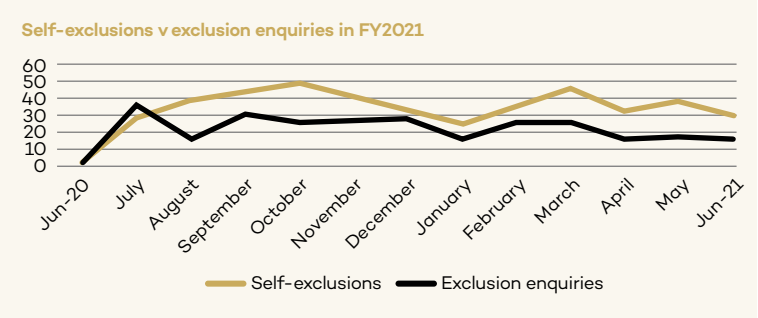
Exclusions

Over the course of a year we make new exclusions and revoke some as well. At the close of the FY2021 there were 15,107 people excluded across our properties.

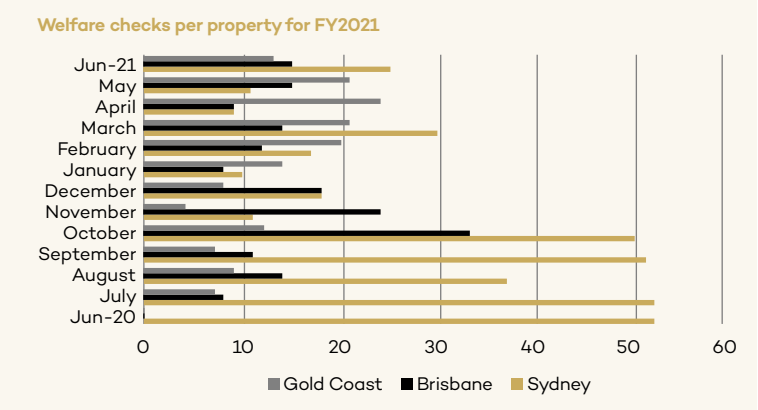


Note: During parts of the months of June and July 2020 all of The Star's properties were closed as a consequence of COVID-19 restrictions.

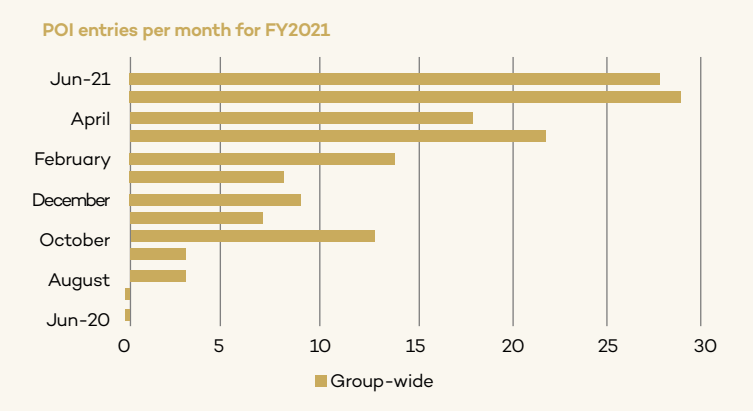
There are lots of reasons why we exclude people from our properties. Many have to do with poor or dangerous behaviour, but for our responsible gambling program it's very important that the number of inquires about self exclusion is close to or below the number we actually process for people.



Engaging with our guests is a central part of the way we intervene early to help people manage the problems they have with controlling their gambling.



We also use technology to help us monitor the flow of guest interactions we have and to ensure that when we have interactions our team members have access to what we know about a guest's history. We do this with our RG Persons of Interest (POI) Register.



CASE STUDY
KATHERINE LU, GUEST SUPPORT MANAGER

Since becoming a Treasury Brisbane team member in 2015, Katherine has worked in a number of roles ranging from food and beverage to premium guest services. To her credit she performed these roles to an exemplary standard while completing her studies in social work.

Katherine's interest in social work moved her to accept a brief secondment to the Responsible Gambling team in 2018 as a Guest Support Manager. This opportunity gave her exposure to a side of the casino business where she felt that her knowledge in social work and her genuine passion for working with people could be maximised.

After completing the three-month secondment period, Katherine returned to her role, which at the time was in premium services. However, the experience in the responsible gambling area left an indelible impression on her and fuelled a passion to do more in that area.

It would be a year before Katherine was given another opportunity to work in the Responsible Gambling team. This time she was offered and accepted a 2-year fixed secondment as a Guest Support Manager at The Star Gold Coast which has since been extended because of her consistently high performance.

Katherine is an important part of the Responsible Gambling team. She has helped develop training programmes, established strong connections with internal and external stakeholders, worked with at risk guests to achieve good outcomes and added innovative thinking to the team.

Katherine's work experience in other areas of the casino, her degree in social work and her deep appreciation of diversity have added strength to The Star's commitment to Responsible Gambling.

Katherine says she is committed to reducing the stigma attached to problem gambling, and to encouraging those who need to seek assistance to do so more easily.

"As we strive to be Australia's leading integrated resort company, it's important that we work closely with guests, regulators and the community to ensure we're able to identify and minimise the instances of gambling harm.

"I am passionate about working with and supporting people to maximise their wellbeing. My current role, along with my background in social services has provided me with an opportunity to make a positive impact.

THE STAR
ENTERTAINMENT GROUP

SECTION 07

SUPPLY CHAIN

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

17 PARTNERSHIPS FOR THE GOALS

THE GLOBAL GOALS
For Sustainable Development

RESPONSIBLE PROCUREMENT AT THE STAR

At The Star, we continue to take a long-term view to managing and maintaining our supplier relationships with a significant focus on developing mutually beneficial partnerships.

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

OUR GOVERNING POLICES AND STRATEGIES

To ensure a coordinated approach across our Supplier Management Strategy and one that upholds human rights, we operate under our Ethical Sourcing Policy which articulates the ways in which the sourcing of goods and services will support ethical, responsible and sustainable practices (including by addressing Modern Slavery risk in our supply chain). This policy is applied in all of our sourcing decisions across each of our properties.

Our Supplier Code of Conduct establishes requirements of our suppliers across our environmental, social and governance (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
- Work health and safety
- Anti-corruption
- Supply chain management
- Privacy

Each organisation that supplies our business makes a declaration during their onboarding phase that they have read and will adhere to the Code. To make sure that timber products imported and utilised by the company are not illegally logged, we have a Standing Operating Procedure (SOP) in place.

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

Nineteen at The Star Executive Chef, Uday Huja

WORKING WITH OUR SUPPLIERS

To further embed our culture in our supply chain, in 2021 we updated our 'Request for Proposal (RFP) templates to ensure suppliers are assessed against their compliance with the Workplace Gender Equality Act 2012 and we ask for suppliers to identify any positive actions they are undertaking to support gender equality.

In addition to this, our suppliers are also evaluated against their positive actions and supporting policies for the LGBTQI+ community and Aboriginal and Torres Strait Island communities and peoples as part of our commitment to diversity and inclusion.

Further to the RFP documents, and as part our assessment processes, we continue to ensure that relevant audits and certifications are obtained prior to any high-risk purchases which includes certifications in relation to timber (FSC), Seafood (MSC) and Food Safety Audits (i.e. HACCP).

CHUUKA at The Star Sydney

INTEGRATING MODERN SLAVERY RISK INTO OUR SUPPLY CHAIN ASSESSMENTS

During the year we conducted a full review of our supply chain through a modern slavery risk lens. The assessment increased our view of potential modern slavery risks and formed the foundation for guiding the development of the core elements of our modern slavery approach including identification, assessment, mitigation and remediation of modern slavery risks and impacts within our supply chain.

The objective was to deliver a risk assessment to help us understand modern slavery risks associated with a supplier and the risks connected to the industry and country in which they operate. The risk assessment covered four types of modern slavery including forced labour including bonded labour, child labour, human trafficking and forced marriage and delivered an inherent risk score of suppliers assessed. The score provided us with a high-level overview of our business exposure to risks of the above.

As a result of the assessment we created an interactive risk heatmap dashboard to identify high risk industries, geographic regions, and individual suppliers. We then took deep dives into our top 40 suppliers. Our identification of our top 40 suppliers was based on several factors which included our spend with the supplier, their operating locations, and the nature of their product or service. To take steps to manage these risks, we developed a Supplier Risk Questionnaire and associated risk rating framework, then distributed this to these top 40 suppliers.

Our next steps involve expanding the Modern Slavery risk heatmap to cover 90% of our suppliers and developing tailored continuous improvement plans for 5 individual suppliers to mitigate key modern slavery risks (split across various high-risk categories).

We are continuing towards our goal of assessing 60% of our Tier 1 suppliers' ESG risks and to further assess these suppliers through a Modern Slavery lens. We will be refreshing our segmentation tool to update our current list of key strategic, critical and high risk suppliers and we will continue to prioritise engagement at least quarterly with key strategic, critical and high risk suppliers in order to address business updates, key performance indicator tracking, environmental, social and governance performance and potential innovations.

Other parts of our strategy include staff training through a dedicated Learning Management System training module on Modern Slavery for our Procurement and Supply Chain teams.

SECTION 08

CLIMATE-RELATED DISCLOSURES REPORTING

MANAGING CARBON EMISSIONS

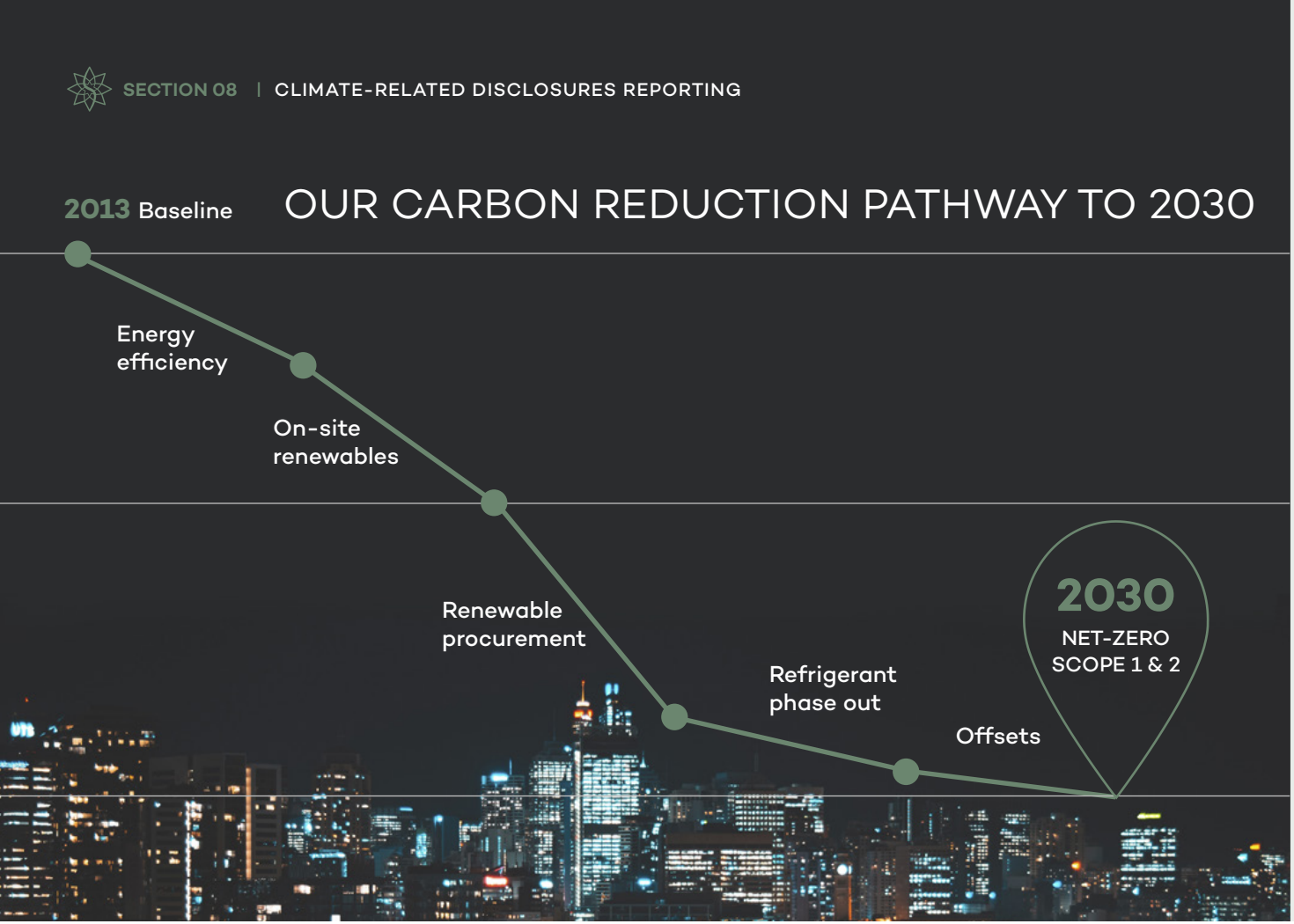
At The Star, we have long recognised our ability to impact our carbon emissions footprint by implementing group-wide strategies to reduce energy consumption and by managing climate risk as part of our business processes.

In 2019, we committed to a low carbon future by setting a long-term target to achieve net-zero carbon emissions for our wholly owned and operated assets by 2030. We have remained committed to immediate action through our interim carbon and water targets, set in 2017, to achieve a 30% reduction from 2013 – 2023 on an intensity basis to support our pathway to reduce our carbon footprint.

During the FY2021, we conducted a carbon emissions scenario analysis and the associated financial modelling to understand the right pathway for us to achieve net-zero carbon emissions for our owned and managed portfolio by 2030.

This analysis considered our costs, our stakeholders, our investors, our team members, our operations, our future developments and the broader industry sector. The Star has now established its pathway to 2030 which includes energy efficiency as a first priority, onsite renewables where we can, offsite renewable electricity purchases through Power Purchase Agreements, the reduction in refrigerant usage in line with the Montreal Protocol and innovative carbon offsetting and abatement projects that deliver both environmental and social benefits for The Star.

“In 2019, we committed to a low carbon future by setting a long-term target to achieve net-zero carbon emissions for our wholly owned and operated assets by 2030.



THE STAR IS COMMITTED TO NET-ZERO SCOPE 1 AND SCOPE 2 CARBON EMISSIONS BY 2030 FOR OUR WHOLLY OWNED AND OPERATED PORTFOLIO

This means ensuring that we balance our Scope 1 and Scope 2 emissions to zero by 2030 by implementing a range of reduction measures.

Our pathway to net-zero starts with energy efficiency. We have already reduced our emissions intensity by 23.6% from our base year 2013 and we continue to prioritise energy efficiency in our developments and across our operations. We are focussed on a range of Power Purchase Agreement (PPA) opportunities for renewable electricity and will electrify our plant and equipment where we can over time. The Star is also investigating a range of innovative carbon abatement opportunities with partners to ensure we promote biodiversity and deliver reportable environmental and social benefits. We have commenced measuring our Scope 3 emissions across our value chain and will develop management plans for our four most material emissions sources overtime working with our suppliers. Scope 3 emissions across our value chain and will develop management plans for our four most material emissions sources overtime working with our suppliers.

SCOPE 1 & 2

At The Star our approach to net-zero emissions by 2030 involves:

Energy Efficiency

- Building optimisation and analytics systems to actively monitor and reduce energy use
- Energy and Water Project Pipeline to prioritise capital investments in energy efficiency upgrades
- Green Star and NABERS ratings
- Procuring energy efficient plant and equipment as part of asset replacement and lifecycle plans

Onsite renewables

- Continue to assess roof spaces towards installing onsite renewables

Refrigerant phase out

- In line with the Montreal protocol

Electrifying plant and equipment

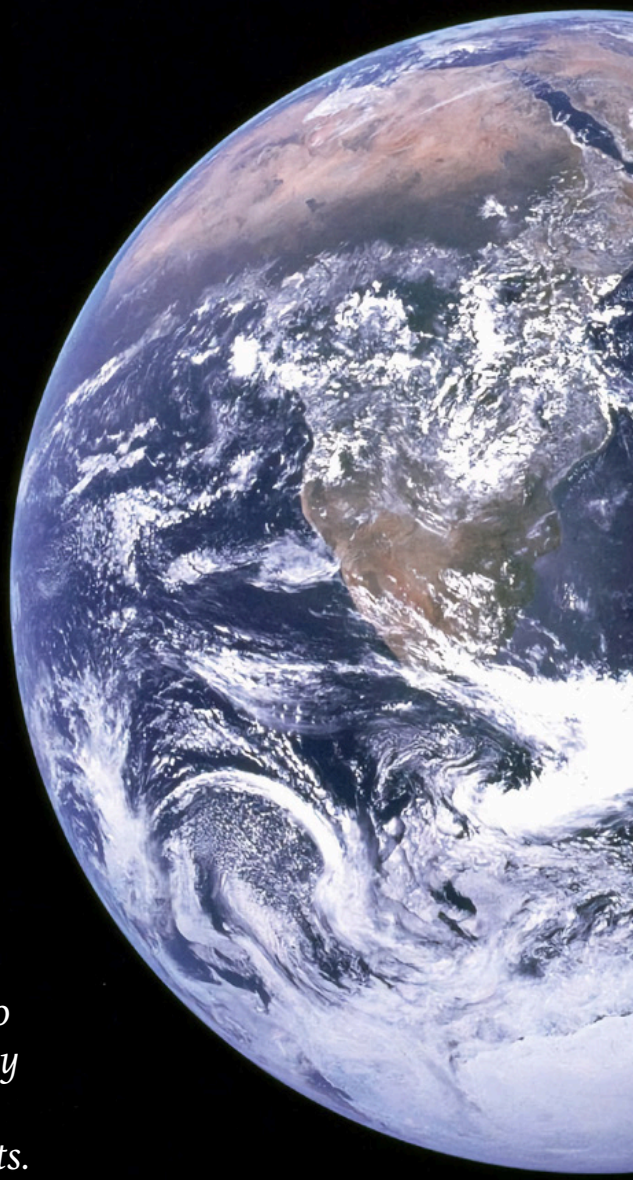
- At end of life and as part of each buildings asset replacement strategy, electrifying plant and equipment

Renewable Procurement

- Targeting between 85% to 100% renewable electricity for the wholly owned and operated portfolio
- Working with JV partners to promote renewable energy utilisation

Carbon Offset project

- Offsetting residual carbon emissions through innovative carbon abatement projects that deliver environmental and social benefits



The Star acknowledges that climate change, particularly in relation to planning and contingency planning, may create a range of potential impacts.

MANAGING CLIMATE RISK

We acknowledge that our properties, people and operations may be susceptible to the impacts of future changes in climate. We recognise that we have a responsibility to manage risks created from a changing climate, and we must reduce our carbon emissions in line or beyond the expectation outlined within the Paris Agreement. Accordingly, we are committed to improving the resilience of our business operations, our assets, and the precincts in which our properties are located.

Climate change risk forms part of the company risk register and is managed under the normal risk processes with oversight from the Board. The Star acknowledges that climate change, particularly in relation to planning and contingency planning, may create a range of potential impacts. In the areas in which The Star has properties located, there is potential for changes in temperatures and related weather events in future that might impact air conditioning, building, construction and design standards. To help manage these risks into the future and to design and build with a changing climate in mind, prioritised mitigation and adaptation actions have been developed and are included in the Group's Sustainable Design and Operational Standards that are required to be applied to all major projects.

CLIMATE-RELATED DISCLOSURES

The Task Force on Climate-related Financial Disclosures (TCFD) was established in 2015 in response to market and regulatory challenges to produce and obtain information on climate-related risk for financial decision making. Launched in 2017, the TCFD Recommendations are a set of voluntary, consistent climate-related financial disclosures for use by investors, lenders and insurance underwriters to understand material risks. The Star recognises the recommendations of the TCFD, and importantly that our investments may be susceptible to future changes in climate.

We are committed to improving the resilience of our business operations, assets, and the precincts in which our properties are located. The Star is currently working to align our current and new projects to the TCFD Recommendations through a progressive roadmap. We released our first disclosure report last year in 2020 and released our second Climate-related Disclosures Report in April 2021 which can be found on our website.

CLIMATE CHANGE RISK ASSESSMENTS

In 2017, we undertook a climate change risk assessment of our assets and recommended actions to improve our resilience to future climate change were identified. The risks identified in this assessment were similar in nature to those found across the built environment. The risk assessment identified exposure to heat and storms and other potential climate variables for The Star Sydney, Treasury Brisbane and The Star Gold Coast.

The Representative Concentration Pathway 8.5 (RCP8.5) scenario was used for the physical risk assessment. This scenario assumes minimal effort to reduce emissions, which will continue to increase marked by the continued use of conventional fossil fuel energy to power cities homes and businesses. With little action to reduce global emissions Australia's climate is projected to become hotter, sea levels are expected to rise, and the frequency and intensity of extreme climate events will increase.

Our assessment was then reviewed and updated in 2019 to include a preliminary assessment of The Star's 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.

To achieve this scenario, Australia's economy will have to undergo significant transformation, with an accelerated uptake of renewable energy sources, electric vehicles and improved energy efficiency, as well as changes to industry standards dictating how assets are built, maintained and operated.

During the 2021 financial year, The Star delivered its third series of follow-up climate risk assessments of these properties in line with our commitment to reassess our physical climate risks biennially. We continue to adapt our Sustainable Design and Operational Standards accordingly to consider our most material climate mitigation and adaptation actions and where we can improve building and operational processes to reduce possible climate impact and risk.

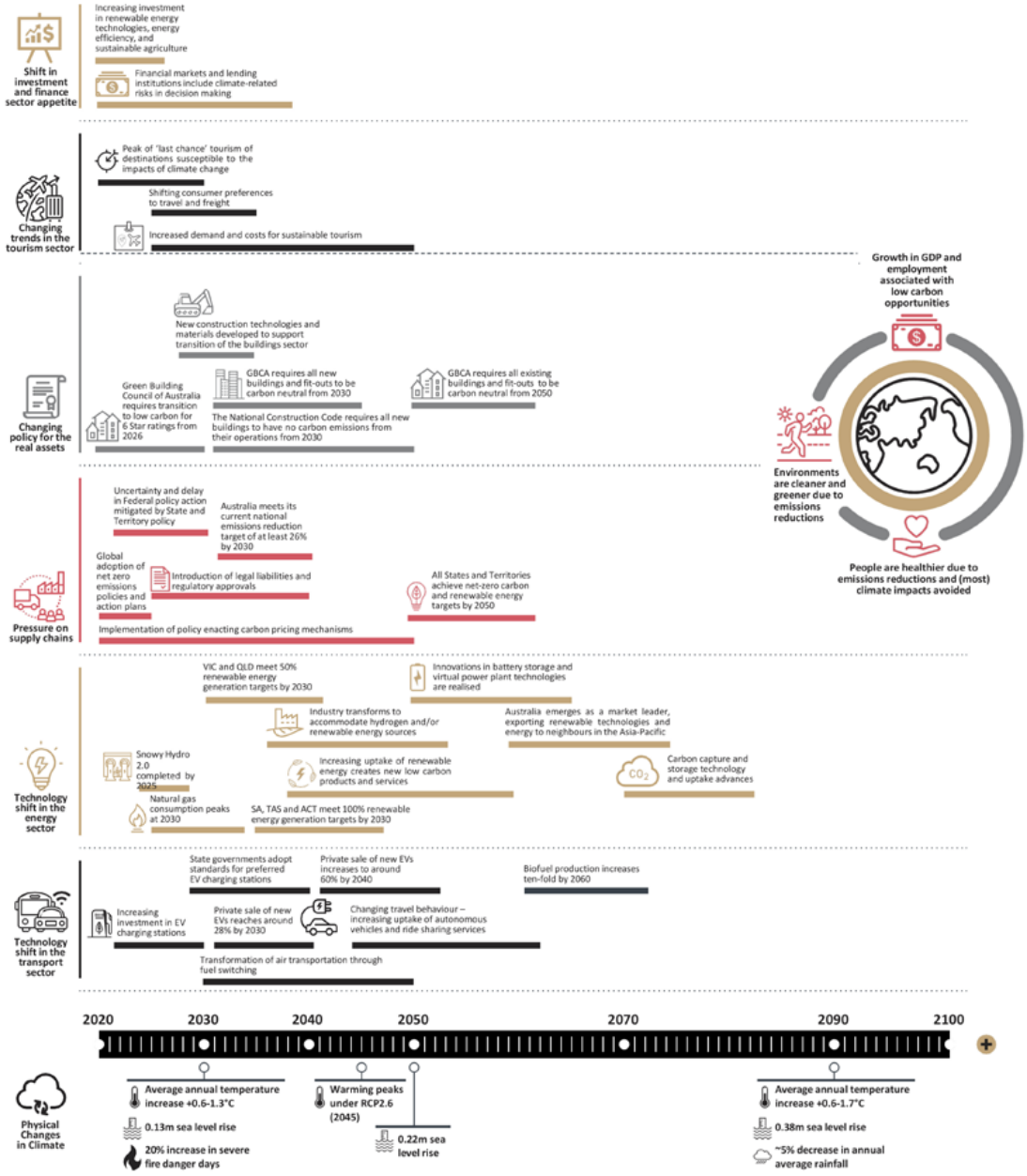
> *We continue to adapt our Sustainable Design and Operational Standards accordingly to consider our most material climate mitigation and adaptation actions.*

OUR TRANSITION RISKS AND OPPORTUNITIES

We have identified six key drivers which will influence our transition to a low carbon economy.

The diagram below indicates when actions associated by these drivers are expected to impact upon our operations.

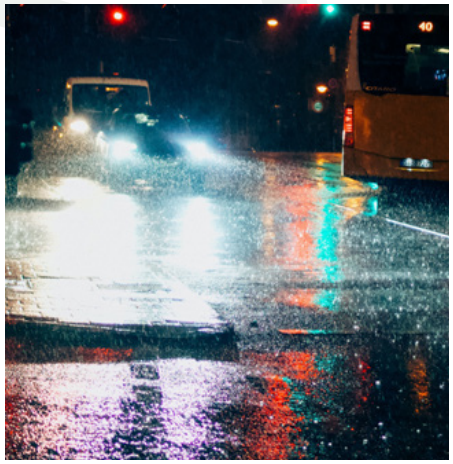
Queen's Wharf Brisbane. Concept image only. © Destination Brisbane Consortium.



THE STAR'S RESPONSE TO PHYSICAL CLIMATE-RELATED RISKS

The following table provides an overview of The Star's key climate hazards and how we have responded to date.

KEY CLIMATE HAZARDS	THE STAR'S RESPONSE
Extreme heat	**Completed actions** Heat is addressed in the Sustainable Design and Operational Standards (available on the corporate website). The Star Sydney's capital upgrade project to seal parts of the main gaming floor was completed in June 2020 and is expected to provide tangible energy savings, whilst also improving guest comfort levels. **Current actions** Heat is considered in the design and build of new and existing assets. For capital replacement of any heating, ventilation and air conditioning (HVAC) facilities, The Star considers the projected increase in extreme heat days and heatwaves over 35°C and maximum mean temperature increase. Bueno, The Star's building optimisation and analytics platform identifies scale tuning and efficiency projects, which enhance thermal comfort. The Star completes energy and water audits biennially to ensure that short- and long-term efficiency opportunities are costed and presented to the business for implementation. Opportunities are presented to the business prioritised by cost, energy, and carbon emissions reductions.
Extreme rainfall	**Completed actions** Extreme rainfall is addressed in the Sustainable Design and Operational Standards. A proactive awareness program has been implemented for appropriate responses to extreme rainfall and flash flooding events. Stormwater pits and pumps are regularly inspected, with maintenance and clearing if required, to prevent overflow and flooding. The Star Sydney has installed a green roof which covers over 8,000 square metres, reduces storm water runoff and increases water quality. **Current actions** All stormwater designs for Queen's Wharf Brisbane 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 Queen's Wharf Brisbane have been reviewed by an independent certifier to ensure flood events do not compromise emergency exits. The Star has identified one event which would require a manual intervention by redirecting occupants to an alternative exit.
Extreme storms, wind and hail	**Completed actions** Storm events including wind and hail are addressed in the Sustainable Design and Operational Standards. **Current actions** Implementing a proactive awareness program for appropriate responses to extreme rainfall and flash flooding events. Implementing an early warning system for storm events for staff, tenants and patrons.
Sea level rise and storm surge	**Completed actions** Sea level rise and storm surge are addressed in the Sustainable Design and Operational Standards. **Current actions** 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. Flood gates have been built at one of the loading dock exits at Queen's Wharf Brisbane, which is lower than the river flood level for a 1-in-100 flooding event. All rooms that surround, or are enclosed by, the loading dock are elevated above the 1-in-100 flood event level.



SCOPE 3 EMISSIONS

We acknowledge that we can influence indirect upstream and downstream Scope 3 carbon emissions generation and reduction through our operations, procurement and team member activity.

In 2020, we committed to measuring our most material Scope 3 emissions which are our indirect emissions that occur in the value chain, including both upstream and downstream emissions. In March 2021, The Star completed a Value Chain Emissions Mapping and Materiality Assessment to understand the Group'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.

"In March 2021, The Star completed a Value Chain Emissions Mapping and Materiality Assessment to understand the Group's most material Scope 3 emissions by spend.

OUR MOST MATERIAL SCOPE 3 EMISSIONS

As a tourism, entertainment and hospitality business, our properties welcome over 18 million visitors each year (pre-COVID) and have a strong construction pipeline to develop new integrated resort offerings.

Supported by our third-party carbon consultancy, we have estimated our Scope 3 emissions footprint aligned to the GHG protocol using a FY2020 general ledger (pre-COVID).

The process considered over 4,000 suppliers. By spend, four category groups were responsible for almost 50% of our group-wide Scope 3 emissions, a direct reflection of the industry sector in which we operate. Capital Development Projects were responsible for 26% of Scope 3 emissions and the purchase of meat for Hospitality food services was responsible for 11%. Third party activities for Marketing and the purchase of Dry Goods each contributed 4%.

Economic Emission factors were applied to determine our estimated Scope 3 emissions footprint aligned to the Greenhouse Gas Protocol. For the purposes of our first assessment, a financial approach was taken due to our national operations and large supplier base which has allowed for a broader inclusion of Scope 3 emissions to be collected, measured and managed in the supply chain against annual spend.

CATEGORY GROUP	SUBCATEGORY	% SCOPE 3 EMISSIONS
Capital Projects	Contract Works – Building	26%
Hospitality	Meat	11%
Marketing	Agents & Acts	4%
Hospitality	Dry Goods Grocery	4%

We continue to examine our highest spends within our key product categories to understand which are the most carbon intense, how we can make considered choices and how we can reduce embedded emissions from being selective in regard to product and service procurement. As our four most material issues, we will be seeking opportunities to reduce these embedded emissions in our supply chain over time. This includes sourcing lower embedded carbon building products where available, reducing waste volumes generated, increasing organics processing, diverting more product streams to recycling and by reducing employee travel.

CASE STUDY
HEAT RESPITE IN BRISBANE AT QUEEN'S WHARF

Heat can pose significant risks to our customers and communities of our Brisbane-based assets, which includes our Queen's Wharf Brisbane (QWB) development.

In order to mitigate the risks of extreme heat for the local community, the QWB development has incorporated the following design features:

- Green walls are a feature throughout the precinct
- Indoor plants, water features and vertical green walls are included in the interior design of the Rosewood Hotel
- All of the buildings, including Towers 1-4 and the integrated resort development have been designed to incorporate the principles of sub-tropical design as outlined in Brisbane City Council's 'Buildings that Breathe' Guide
- The spaces throughout all towers are orientated around the River City Design Concept that reflects and draws attention to natural features such as the river and mountains
- Balconies allow residents and occupants to enjoy the outdoor lifestyle that is associated with the sub-tropics
- Soft landscaping is provided extensively throughout the outdoor areas of all buildings.

The development has achieved a 6 Star Green Star Communities Rating and is in the process of attaining 6 Star Green Star Design and As Built Ratings for non-residential buildings and achieving best practice design for existing heritage buildings.

QWB is currently achieving the 'Heat Island Effect' Credit for the Green Star Communities Rating and has achieved an innovation credit for 'biophilic design' through the use of passive cooling measures and providing access to natural light.

Queen's Wharf Brisbane. Concept images only.
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SECTION 09

HEALTH AND SAFETY

HEALTH AND SAFETY

At The Star, we recognise that a sustainable work environment is one in which team members value the health and safety of their colleagues, themselves and the guests they serve.

The wellbeing – both mental and physical – of our team members and guests has always been of paramount importance to The Star.

Over the last 18 months and through the COVID-19 pandemic, a focus on health and safety was ever present, with leaders across the organisations working hard to ensure teams were kept abreast of a quickly changing landscape, informing them how those changes affected their roles, and helping them on how to navigate those uncharted waters.

As an organisation, we focus on ensuring leaders and team members are engaged and empowered to promote a culture of safety across each property and adopt it within their own behaviours.

OUR SAFETY GOALS

- ZERO FATALITIES AND SERIOUS INJURIES
- REDUCE LOW CONSEQUENCE INJURIES
- A HEALTHY AND ENGAGED WORKFORCE
- KEEP OUR GUESTS SAFE WHILE VISITING OUR PROPERTIES

WE STRIVE TO IMPROVE SIX KEY AREAS OF HEALTH AND SAFETY

- OUR SAFETY MANAGEMENT SYSTEM
- REPORTING AND QUALITY OF DATA
- THE MANAGEMENT OF CRITICAL RISKS
- LEARNING FROM EVERY INCIDENT
- ASSURANCE ACTIVITIES
- INJURY MANAGEMENT

MENTAL WELLBEING

Of particular importance is the mental health of our team members.

We have developed workshops to support leaders in navigating the impacts of the COVID-19 pandemic on themselves and their team members.

In FY2021, we introduced 'Unmind', an online mental health platform to the business and aim to make it available to all team members to assist with maintaining and improving mental health.

The platform provides a clinically validated index to provide team members with a robust measure of their mental health with aggregated and anonymous insights provided to leaders to help identify potential problem areas and to 'temperature check' teams. If a team member's score is within the clinical range, they are directed to our employee assistance program provider for professional follow up.

Unmind also provides team members with over 300 'in-the-moment' tools including sleep, meditation, yoga, mindfulness, podcasts and 60 mental health learning and development modules.

200 LEADERS PARTICIPATED IN THE 'BUILDING RESILIENCE' WORKSHOPS

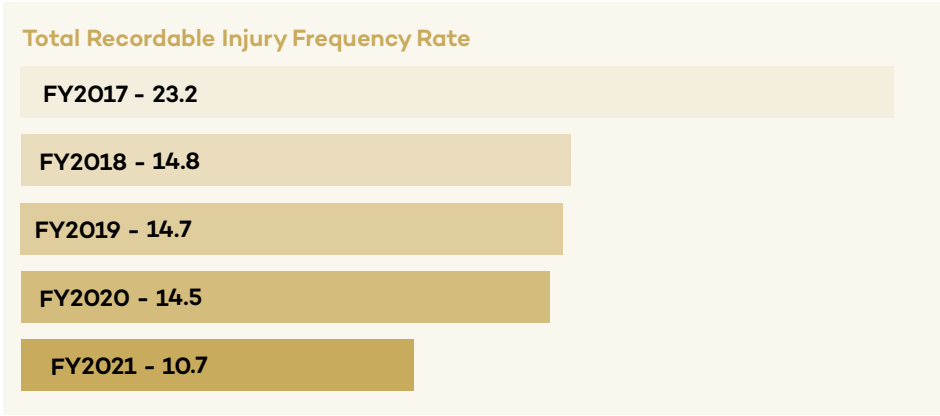
300+ 'IN THE MOMENT' MENTAL HEALTH TOOLS PROVIDED VIA A NEW ONLINE PLATFORM

TOTAL RECORDABLE INJURY FREQUENCY RATE (TRIFR)

Our TRIFR performance has continued the downward trend over the past five years. In FY2021, we recorded a 26.2% decrease against the previous financial year, and a 53.88% decrease over the past five years.

The reduction in the FY2021 TRIFR shows the impact the COVID-19 has had on the business with forced closures and, as a result, stand-downs of our workforce.

On review in the first nine months of FY2021, we reported an average of eight accepted claims per month compared to the same period in FY2020 where the average accepted claims per month was 16. The FY2020 period was pre-COVID and in line with previous years. In the last two months of FY2021 accepted claim numbers were aligning with pre-COVID figures with an average of 17 claims per month.



TRFIR is reported by The Star based on Workers Compensation claims accepted within the reporting period (i.e. 1 July 2020 to 30 June 2021). Note: This excludes injuries which occur during the reporting period, but which are subsequently accepted.

THE STAR
ENTERTAINMENT
GROUP

SECTION 10

WORLD CLASS PROPERTIES

7 AFFORDABLE AND CLEAN ENERGY

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

11 SUSTAINABLE CITIES AND COMMUNITIES

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

14 LIFE BELOW WATER

15 LIFE ON LAND

THE GLOBAL GOALS
For Sustainable Development

WORLD CLASS PROPERTIES

At The Star, we aspire to develop and to operate world class, liveable, sustainable and resilient integrated resorts and precincts in the cities in which we operate.

TO OBTAIN CERTIFIED GREEN RATINGS FOR OVER 90% OF OUR PORTFOLIO BY 2022

ACHIEVED OVER 80% TO DATE IN 2021

Green Building Council Australia
Member 2020–2021

greenstar5 Certified

EarthCheck
Platinum Certified

BUILDING FOR A SUSTAINABLE FUTURE

Our approach to building sustainably focusses upon the design and the operations of our portfolio. We obtain third party environmental ratings in the design of new buildings. Existing buildings, 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 Green Star ratings with the Green Building Council of Australia and National Australian Built Environment Rating System (NABERS) ratings and EarthCheck where applicable.

We have a target to achieve coverage of third party certified environmental ratings across over 90% of our managed portfolio by 2022 measured on a square metre basis.

To date, we have third party certified environmental ratings for over 80% of our controlled properties which includes a 5 Star Green Star Interiors rating, a 5 Star NABERS Tenancy rating, 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.

The Green Star Performance ratings assess the operational performance of our existing buildings and help us to measure how successfully we're managing these assets. Baseline ratings undertaken at The Star Sydney and The Star Gold Coast provide us with a sustainability marker from which efforts are concentrated to build on our initial rating. A continuous improvement plan over a three-year cycle guides our sustainability performance progress and allows for improvements to be recognised over time.

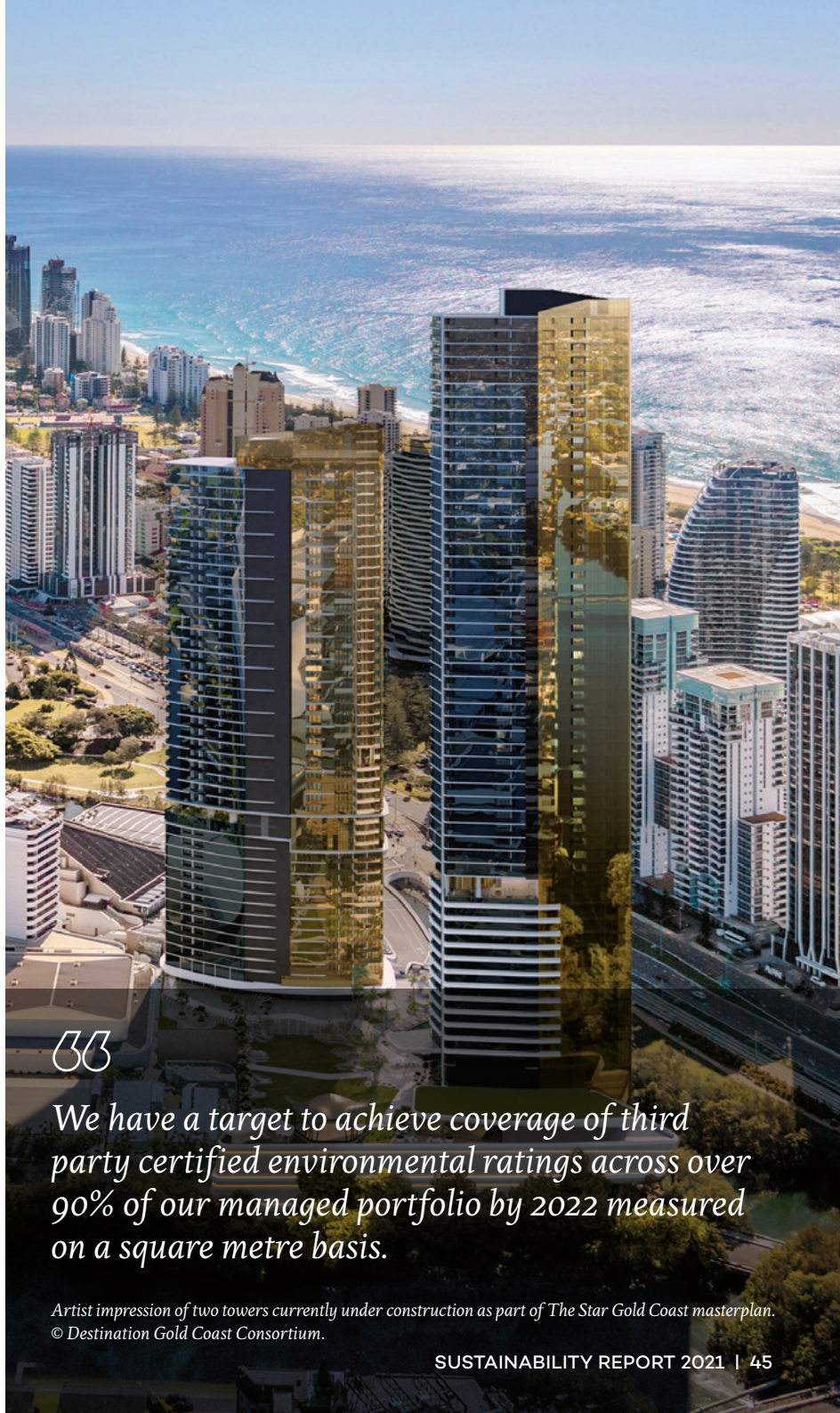
Our 5 Star NABERS Tenancy rating for The Star's Sydney Office at 60 Union Street, Pyrmont, has been maintained in 2021. Next year, we will expand NABERS tenancy ratings to include additional properties to support us reaching our 2022 coverage target.

Destination Gold Coast Consortium (on behalf of its joint venture partners) continued to work towards its 5 Star Green Star Design and As Built rating commitments for both the Dorsett hotel and The Star Residences tower and 'Tower 2' (under construction on Broadbeach Island, Broadbeach, Queensland).

As part of the construction of Dorsett hotel and The Star Residences tower, a focus has been taken on reducing potable water consumption. The Star Gold Coast, as part of the wider development on Broadbeach Island already has recycled water infrastructure. To ensure a focus on water reduction in new buildings, reclaimed water tanks have been installed as part of both tower developments. The Dorsett hotel and The Star Residences tower has a 30,000-litre reclaimed water tank and Tower 2 has a 60,000-litre reclaimed water tank. The reclaimed water is intended to be used to support gardens on the island and general irrigation and for topping up pools.

Destination Brisbane Consortium (on behalf of The Star Entertainment Group and its joint venture partners) continues towards delivery of a 6 Star Green Star Communities rating for the Queen's Wharf Brisbane precinct, 6 Star Green Star Design & As Built ratings for all new buildings including the lodgement of successful Design Reviews, and Australian best practice sustainability outcomes on the repurposing of existing heritage buildings.

To date, the Queen's Wharf Brisbane project has recycled over 95% of its construction and demolition waste which 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.



"We have a target to achieve coverage of third party certified environmental ratings across over 90% of our managed portfolio by 2022 measured on a square metre basis.

Artist impression of two towers currently under construction as part of The Star Gold Coast masterplan. © Destination Gold Coast Consortium.

Sky Deck at Queen's Wharf Brisbane. Concept image only.
© Destination Brisbane Consortium.

GREEN BUILDING RATINGS

QUEEN'S WHARF BRISBANE	STATUS
6 Star Green Star Communities v1 rating	●
Tower 1 - Design & As Built v1.1 Design Review	●
Tower 2 & Tower 3 Design & As Built v1.1	●
Tower 4 Design & As Built v1.1 Design Review	●
6 Star Green Star Design & As Built v1.1 rating for non-residential new buildings	●
Industry Best Practice Design & As Built v1.1 ratings for existing heritage buildings	●
Green Star Performance ratings for each non-residential building	●
THE STAR GOLD COAST, BROADBEACH ISLAND, BROADBEACH, QLD	
Green Star Performance rating	●
THE DORSETT HOTEL AND THE STAR RESIDENCES TOWER	
5 Star Green Star Design v1.1 Review	●
5 Star Green Star Design & As Built v1.1 rating	●
THE STAR GOLD COAST - TOWER 2	
5 Star Green Star Design v1.1 Review	●
5 Star Green Star Design & As Built v1.1 rating	●
GOLD COAST CONVENTION AND EXHIBITION CENTRE	
EarthCheck Platinum Certified	●
THE STAR SYDNEY, 80 PYRMONT STREET, PYRMONT, NSW	
Green Star Performance rating	●
THE STAR ENTERTAINMENT GROUP'S SYDNEY CORPORATE OFFICE, 60 UNION STREET, PYRMONT, NSW	
5 Star NABERS Tenancy rating	●

KEY: ● Committed ● Achieved

Green Building Council Australia
Member 2020-2021

greenstar5 Certified

NABERS

OUR ENERGY AND WATER PROJECT PIPELINE

In 2021, we moved into the sixth year of our Energy and Water Project Pipeline, our centralised resource efficiency project identification and tracking program. 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 of our properties, we continued to invest in resource savings projects, albeit less than in previous years.

With several expansions and new projects well underway, including Queen's Wharf Brisbane and the Dorsett hotel and The Star Residences on the Gold Coast, we are expecting increases in our carbon emissions forecasts and energy use as we open and operate more floor space. To mitigate against these increases, we continue to target resource efficiency through building design and operations and through an active engineering program to reduce carbon emissions, energy use and cost.

During FY2021, we progressed a number of energy efficiency projects at The Star Sydney and The Star Gold Coast with some closing during the financial year and others rolling over into quarter one of FY2022.

At The Star Sydney, four of the main gaming floor air handling units are being upgraded with the project scheduled for completion in early 2022.

The efficiency gains from the upgrade is expected to save 220MWh in energy and 178 tonnes of carbon emissions per annum. Additionally, a refrigeration upgrade program was completed for The Star Sydney's cool rooms, and the new refrigeration units are expected to improve energy efficiency in these areas by 15%.

At The Star Gold Coast, our $1.4 million steam boiler rectification project is due for completion in October 2021. Our upgraded system optimises heat transfer through a unique spiral rib heat exchanger that is fully emersed in water. This technology not only extends boiler longevity, but is highly efficient, transferring the most amount of heat in the most compact space and delivering associated ventilation efficiencies through electronic control fans.

"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.

OUR ENERGY CONSUMPTION AND CARBON EMISSIONS

In FY2021 our total carbon emissions (in carbon dioxide equivalents (CO2-e)) from our purchased gas and electricity were 98,419 tonnes.

This footprint equates to an increase of 3.7% from FY2020 which was 94,945 tonnes and an overall decrease of 9.4% from base year FY2013 which was 108,595 tonnes.

Our FY2021 carbon emissions were comprised of 8,953 Scope 1 emissions and 89,466 Scope 2 emissions. On an intensity basis, carbon emissions per square metre increased by 3.4% from 0.31 tonnes CO2-e per square metre in FY2020 to 0.32 tonnes CO2-e per square metre in FY2021.

Overall carbon emissions intensity per square metre reduced by 23.6% in FY2021 from FY2013 (base year) contributing positively to our Group target to achieve a 30% reduction in emissions intensity per square metre by FY2023 against base year FY2013.

With 11 million visitors in FY2021 (a decrease on FY2020 visitor numbers which were also affected by COVID-19 property closures) carbon emissions intensity on a per visitor basis increased from 6.38 kilograms CO2-e per visitor in FY2020 to 8.93 kilograms CO2-e per visitor in FY2021.

Our total energy consumption from purchased gas and electricity for FY2021 was 571,370 gigajoules (GJ), which was a 2.8% increase from FY2020 which was 555,911 GJ and a 5.9% decrease from base year FY2013.

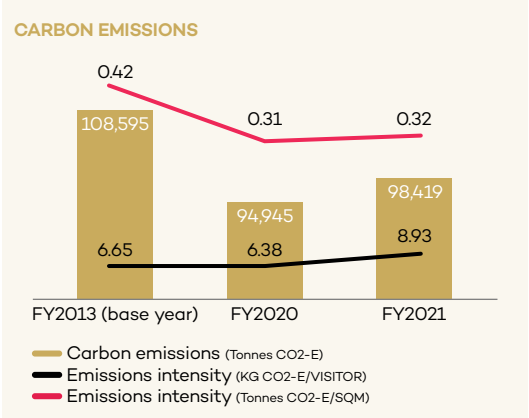
On an intensity basis, energy per square metre increased by 2.6% from 1.8 GJ per square metre in FY2020 to 1.85 GJ per square metre in FY2021 and decreased by 20.7% against base year FY2013.

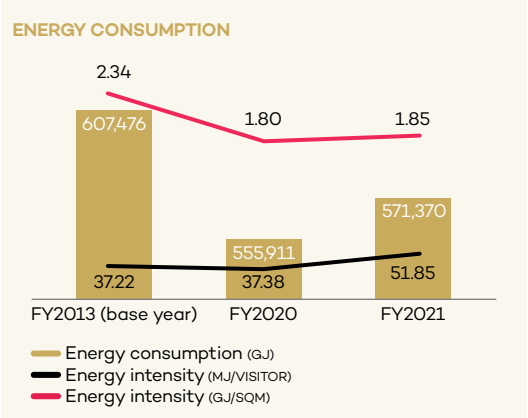
Energy consumption per visitor increased in FY2021 by 38.7% from 37.38 MJ per visitor in FY2020 to 51.85 MJ per visitor in FY2021, as a result of decreased visitation due to COVID-19 restrictions. Energy consumption per visitor increased 39.3% overall from base year FY2013.

Impacts of property closures and state and international border restrictions as a result of COVID 19 removed visitation to our properties with the exception of some hotel and food takeaway services which operated as 'essential 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.

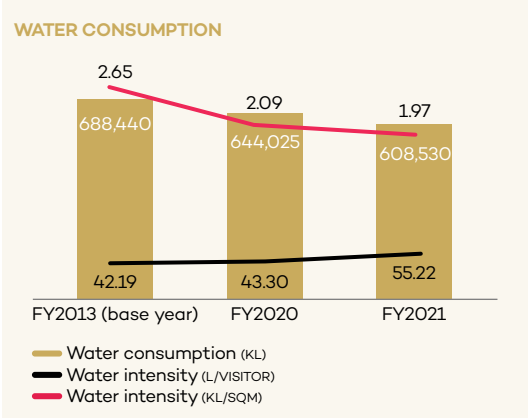
The increase in carbon emissions and energy consumption both on an absolute and intensity basis in FY2021 was expected compared to FY2020, as the periods of closure in FY2021 had been less than the previous year.

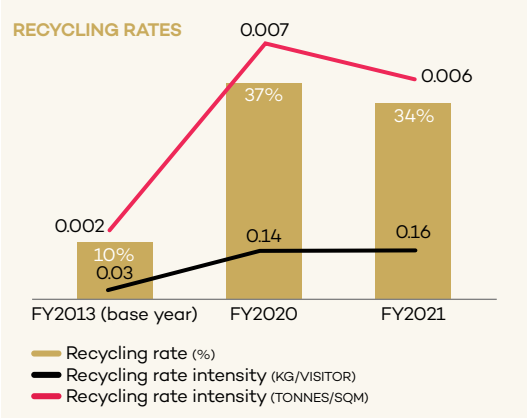
In FY2021, both large scale plant upgrades and energy efficiency initiatives in our Energy and Water Project Pipeline continued to be delivered, contributing to energy and carbon emissions reductions within the year.





Notes: The Star's total carbon emissions, as reported, equate to emissions from purchased gas and electricity only, which aligns with group-wide targets that cover our material sources of carbon emissions.





Notes: 1.1% of FY2021 invoices based on costs were unbilled at the time of reporting. The missing usage for water has been estimated 4.45% (27ML). The FY2013 base year for waste has been recalculated. 'Recycling intensity' kg/visitor has been used in FY2017 to FY2020, 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.

REDUCING POTABLE WATER USE

Potable water use remains one of our key focus areas for resource efficiency.

We understand that our properties, especially those in Queensland have been prone to drought and associated water restrictions in the past. Our Sustainable Design and Operational Standards set out our requirements for minimum standards in our building design and operation including high WELS rating fixtures, fittings and the utilisation of rainwater capture where we can.

Our total potable water consumption was 608,530 kilolitres (kL) in FY2021, a decrease of 5.5% from FY2020 and a decrease of 11.6% from base year FY2013 which was 688,440kL.

Water consumption intensity per square metre decreased by 5.7% in FY2021 from 2.09 kL per square metre in FY2020 to 1.97 kL per square metre in FY2021.

Water intensity decreased by 25.5%, moving towards the Group's target of a 30% reduction in water intensity per square metre by FY2023 against base year FY2013.

On a per visitor basis, our water intensity increased by 27.5% from 43.3 litres per visitor in FY2020 to 55.22 litres per visitor in FY2021 and the Group experienced an increase of 30.9% against base year FY2013.

Our water consumption is affected greatly by visitation and hospitality services including the operation of kitchens, bars, restaurants and hotels. As a result of property closures and restricted operations, our reduced guest numbers have had a significant impact on our water use. As state borders reopen and domestic and international tourism increases, we expect our water consumption to increase in line with FY2019 levels and property visitation trends.

Water efficiency programs are underway across our properties. One program involves the Property Operations teams at The Star Sydney receiving training on measuring tap flow rates and advice on how to adjust fittings accordingly. This program has enabled us to set front of house and back of house benchmarks for our tap flow rates as part of standard operations. This program also extended to leak detection and rectification and contributed to the reduction in water use in FY2021.

> *Our Sustainable Design and Operational Standards set out our requirements for minimum standards in our building design and operation including high WELS rating fixtures, fittings and the utilisation of rainwater capture where we can.*

CASE STUDY
WATER

Implementing our Water Saving Maintenance Program at The Star Sydney

The Star Sydney has undergone many water audits, from which many water saving opportunities have been implemented including flow restrictors, dual flush toilet installation, tap hardware and high WELS rated equipment replacements. More recently a leak detection program has been completed across the portfolio. Over time fittings are adjusted or replaced and may not be performing well to continuously save water.

Over time, fittings are adjusted or replaced and may not be performing well to continuously save water. To combat this, in 2021 the Sydney Property Operations team and Sustainability team created and embedded a water saving program as part of our maintenance program.

Each of our fitter technicians from the Property Operations team were provided flow measuring cups and trained on how to take correct flow rate measurements, adjust the various types of tap fittings and set all front of house and back of house taps to water saving, benchmarked flow rates depending on their application.

Taps are now being checked regularly as part of the business as usual maintenance program for excessive flow rates and leaks. Whenever a fitter technician is assigned a task where taps are in the vicinity, regardless of whether the task specified tap servicing or not, the fittings are measured.

Since implementation of the program, over 350 taps throughout the property have been addressed by Property Operations and we're expected to save over 20,000 litres per day and $23,000 in water savings per annum.

CASE STUDY
WATER AND WASTE REDUCTION

Moving to mains for team member drinking water stations

During the year, our teams at The Star Sydney commenced a program to install plumbed water stations across the building. To date, 31 plumbed water stations have been installed, replacing the previous refillable 15 litre water bottle fountains.

With over 3,300 15 litre water bottles previously purchased for The Star Sydney each year, the program is not only reducing bottle water purchases and plastic, truck movements in the loading docks have been significantly reduced through this initiative and team members are utilising their water bottles more than paper drinking cups. The initiative ensures a continuous supply of water for team members, no bottle storage issues and saves $36,454 per year.

Additionally, the Scope 3 carbon emissions once attributed to supplier transport when delivering replacement water bottles have been eliminated. The rollout of the drinking fountains will be expanded to additional sites within the property in 2022.

~2,500 kgs

OF SOAP DONATED TO SOAP AID'S 'HOTEL TO HANDS' PROGRAM

~10,300

NESPRESSO CAPSULES RECYCLED

3,300+ kg

OF HOTEL LINEN AND OBSOLETE UNIFORMS DONATED IN FY2021 (TOTAL OF 31.9 TONNES SINCE THE PROGRAM BEGAN)

RECYCLING INITIATIVES AND WASTE REDUCTION

Reducing waste and identifying recycling product solutions are material and global issues.

At The Star we are working to decrease our waste to landfill and increase the number of recycling streams and the associated tonnage diverted, as well as working to integrate the principles of a circular economy into our waste strategy to determine opportunities for 'closing the loop' where we can.

We plan to introduce a new Waste and Recycling Strategy in 2022 with the view to mirror recycling streams across all owned and operated properties. The strategy will embed a best practice, circular economy approach, a focus on textile waste and the implementation of organics recycling at our Queensland properties.

Our team members engage with all aspects of waste and recycling. We understand that waste is the resource stream that our people have the most ability to influence. Training continues for all staff at induction and on an ongoing basis for our Stewards, Hotels, and Food and Beverage teams, and education forums continue through internal communications to all team members.

Waste and recycling figures include all waste generated from operations. We benchmark waste and recycling performance against the base year FY2013 to ensure that improvements are measurable.

In FY2021, we diverted 30 recycling streams from landfill including batteries, organics, soft plastics, cardboard, linen and uniforms and implemented innovative new textiles recycling solutions.

Our recycling rates have decreased from 37% overall waste diversion in FY2020 to 34% diversion in FY2021 across all operations, a reduction of 3% overall in recycling.

The onset of COVID 19 meant that reusable crockery was temporarily replaced with compostable food packaging, increasing our waste volumes. Additional personal protective equipment in the waste stream also increased waste to landfill rates across our portfolio.

During the past 12 months only a limited number of events were held across our properties which impacted our commingle recycling rate levels from glass and plastic bottles. Overall, we have seen an increase in waste to landfill and a reduction in recyclables. We expect this trend to continue until more normal operations resume. To combat these impacts, we are working to establish other innovative recycling opportunities for textiles, organics and furniture.

To support recycling efforts at The Star Gold Coast and to establish best practise, all cardboard bins were replaced with cages to improve visibility of this recycling stream and to reduce contamination. We launched an internal campaign to promote cardboard recycling benefits with our Stewarding team to better engage with our Hotels and Food and Beverage teams across the property.

In addition, working closely with our national waste and recycling contractor, a customised bin was fitted to the cardboard compactor to further minimise contamination. The property's recycling rates have improved on average by 5% through this initiative alone which has helped to mitigate the increases from food packaging.

> *We plan to introduce a new Waste and Recycling Strategy in 2022 with the view to mirror recycling streams across all owned and operated properties.*

Jeff Backhouse, Star Gold Coast Chief Steward, and Jonathan Boys, Sustainability Manager, introduce the new cardboard cage to team members on The Star Gold Coast.

CASE STUDY
WORN UP

In 2021, The Star became a Worn Up 'Founding Partner', providing over 2.8 tonnes of uniforms and other textiles for processing into alternative end-products.

Through this collaboration, we were helping to pioneer and drive change in the textile and waste sector. Worn Up is a textile up-cycling impact enterprise which aims to take 100 tonnes of uniforms out of landfill in FY2022.

Worn Up is on the Product Stewardship initiative run by the Federal Government and was invited to exhibit at the National Clothing and Textile Waste Exhibition in Canberra (May 2021).

Worn Up composition tests our uniforms and textiles, sorts by fabric and colour and then processes to the correct consistency for the chosen end products.

Some of the applications Worn Up has manufactured utilising our uniforms include dog beds for animal shelters made from obsolete gaming table felts; commercial tiles from old polyester gaming vests, shredded uniforms re-purposed as stuffing for dog swags and prototype seats for stools.

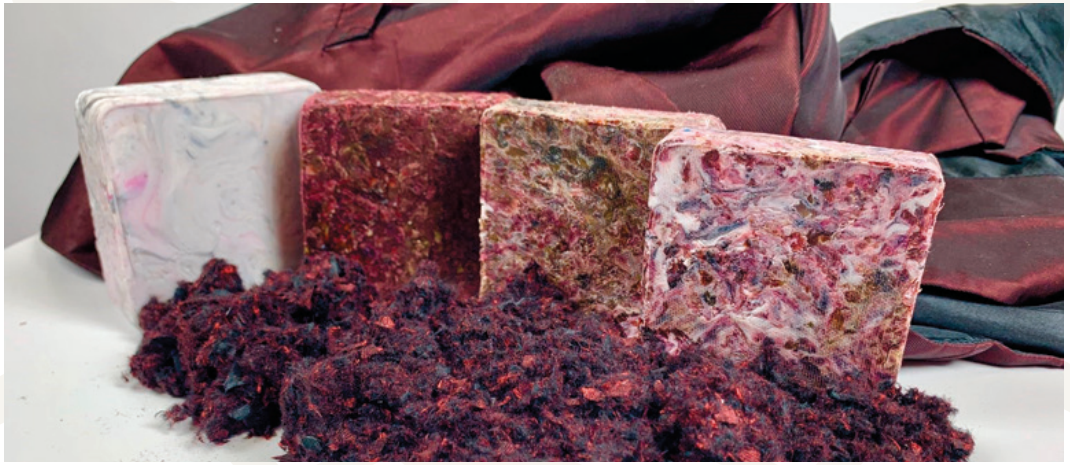
Our obsolete uniforms provided to Worn Up has supported the experimentation and development of a new textile resource called Rectex® which is used in a number of soft applications, including acoustic tiles.

An additional major output from the provision of our textiles is FabTec© - a revolutionary material made from non-wearable uniforms and up-cycled plastics. The proof of concept has proven successful and post third party testing, will be developed and utilised for a range of hard applications such as tiles, kitchen splash-backs, desks and chairs.

Worn Up are innovative and we will continue to identify and send appropriate recycling streams to support their growth. Future pilot projects include returning shredded 100% cotton textiles to the soils for soil enrichment.

With over 800,000 tonnes of textile waste landfilled in Australia each year, The Star's contribution to Worn Up's up-cycling innovations is helping to shift our waste textile landscape nationally.

"In 2021, The Star became a Worn Up Founding Partner, providing over 2.8 tonnes of uniforms and other textiles for processing into alternative end products.



Dog bed utilising shredded uniforms from The Star as stuffing

Dog bed made from gaming table felts and shredded uniforms as stuffing

CASE STUDY
ANGELS WITHOUT BORDERS - CHARITABLE DONATIONS

Angels Without Borders are 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. Their areas of focus cover Greater Sydney, Wollongong and the Central Coast.

This year, at The Star Sydney we continued to donate much needed items in our cooler months to Angels Without Borders, providing over 500kgs of blankets, feather doonas, bathrobes, towels and linen from The Star Grand, The Star Grand Residences and The Darling hotel, for distribution to those in need.

CASE STUDY
POOL FILTER GLASS RECYCLING INITIATIVE

Our hotel pool at The Star Sydney utilises crushed glass media inside the filters to strain dirt, dust, algae and some forms of bacteria from the water, giving superior quality water.

This media is manufactured from recycled glass and it offers a far more sustainable and viable alternative to sand. This raw material is taken directly from household recycling streams and is 100% recycled glass. In June 2021, a scheduled maintenance program was completed to remove over 2,400kgs of crushed glass pebbles from one of the pool filters in The Star Sydney.

Working closely with our national waste and recycling contractor, we identified a glass recycling plant that would accept this crushed glass medium for manufacturing into new glass bottles, rather than being sent to landfill.

During the extraction process, a high level of care was taken to ensure the glass medium remained clean and clear from contamination. This was necessary to safeguard the viability of the material and enable the product to be recycled and repurposed into over 2 tonnes of new glass bottles.

98% OF TAKE AWAY FOOD PACKAGING COMPOSTABLE OUR TARGET: 100%

We are committed to single-use plastic reduction and issued our public commitment in February 2019 targeting the reduction and substitution of single-use plastic items with alternatives where they exist on the market. This commitment focussed on removing or replacing single-use plastics including straws, cutlery, and packaging over time in favour of sustainable paper, Forest Stewardship Council certified wood and compostable alternatives across 60 bars and restaurants.

In line with our single-use plastic reduction strategy, we continued to replace single-use plastics with compostable and more sustainable alternatives over the 2021 financial year. During 2021, after thorough testing of sustainable single-use products to ensure our brand standards are maintained, 98% of take away food packaging was replaced with compostable product lines.

At The Star Sydney, our compostable take away packaging is now diverted to an organics recycling stream and sent to Earthpower for offsite processing. Australia's first food waste to energy facility, Earthpower, uses anaerobic digestion technology to produce enough renewable electricity to power over 3,600 homes.

We have set a new public commitment to ensure 100% of our takeaway food packaging is compostable where those products are available on the market. Throughout this process, the total number of purchased disposable product lines have also been reduced.

Additionally, internal ordering systems and our Sustainable Product Replacement Guide are regularly updated to reflect new compostable packaging lines as they are introduced to sites and to ensure that only sustainable alternatives are available for purchasing by teams. Where sustainable product alternatives are not currently available, we continue to actively work with suppliers to customise and create alternatives for use by our guests and the wider market.

In conjunction with The Star's commitment to reducing single-use plastics, we also acknowledge the breadth of other packaging materials utilised and aim to eliminate packaging that does not serve an essential purpose.

As such, in 2021, property dock and kitchen operations allow for products such as seafood and meat, to be delivered in reusable plastic tubs which are then returned to the supplier, rather than using disposable packaging for transport requirements.

TEAM MEMBER ENGAGEMENT ON RECYCLING

In 2021, face-to-face team engagement activities continued to be impacted by COVID-19 restrictions, however regular sustainability updates to team members continued to be facilitated through internal communications channels. Team members' improved recycling efforts, in a particularly challenging year with increased general waste from disposable single use packaging and personal protective equipment, were regularly recognised through these channels.

Good news stories were a priority, and The Star Sydney's collaboration with Worn Up, turning old gaming table felts and obsolete uniforms into dog beds for animal shelters was unanimously well received.

National Recycling Week, World Environment Day and other international celebrations also provided opportunities for our Chief Operating Officers at each property and other leaders to congratulate team members on their efforts, and offer timely reminders of our collective responsibility to always recycle correctly, notify property operations of leaking taps and reduce waste where possible.

THE STAR ENTERTAINMENT GROUP

CASE STUDY
GREEN DESIGN AND DEVELOPMENTS – SOVEREIGN AT THE STAR SYDNEY

We are committed to designing and building sustainably. The Star's sustainability strategy, named 'Our Bright Future' and Sustainability Action Plan 'Beyond 2020' include World Class Properties as one of our four sustainability pillars. World Class Properties focusses upon ensuring we create, design and build liveable, environmentally sustainable and resilient integrated resorts and precincts.

The Sovereign development was planned and developed in line with our strategy and vision and in alignment with The Star's Sustainable Design and Operational Standards. The Standards mandate minimum requirements for sustainability including energy, water, waste, management, materials, biodiversity, indoor environmental quality and climate adaptation and mitigation which are aligned with the Green Star and NABERS rating tools.

The Star focusses attention on innovation in design however considers both the cost and sustainability impact of operations in all projects. As the operator of our developments, fit out, fixtures and fittings are well considered in all specifications to reduce energy and subsequent carbon emissions, water use and to reduce waste. The Sovereign Resort repurposed space within the existing The Star Sydney development and added new floor space.

The Star Sydney property has a Green Star Performance Rating therefore this development has contributed to this rating.

Sustainability requirements in the design and build include:

- LED lighting in all areas is with exception of design lighting
- Reducing potable water use utilising onsite grey water for toilets and urinals
- Water efficient toilets, tap wear and fixtures were installed to reduce water consumption
- Sovereign utilises the existing BMS and plant. Energy metering was installed to increase visibility, thermal metering of mechanical systems is monitored and reported through the existing building management system and data points are connected to the property's building optimisation and analytics platform to aid in efficiencies in commissioning and ongoing management. An independent commissioning agent was also engaged to maximise efficiencies
- Passive design features utilised in the façade including double glazing, insulation, shading structures and the installation of a green roof to reduce heat load, increase biodiversity and enhance views.

CASE STUDY
REDUCING HEAT LOAD WITH A GREEN ROOF

The green roof as part of the Sovereign development was a first for The Star. The green roof supports our goals to increase biodiversity, promote places for wildlife (bees, native species, invertebrates etc.), provide passive cooling and solar shading, increase resilience to drought and impacts of climate change including a contribution to mitigate against the heat island effect.

Sovereign's green roof covers the full development and is 8,000 square metres in total. There were over 27 plant species chosen for their drought resistance properties and flowering capability with half of these being native species for the design.

In total, over 18,000 plants were landscaped into the roof design factoring in sun and shade positioning to ensure long term success and growth. From the completion date an increase in insect life has been noted along with an improvement in guest satisfaction levels from views and hotel room outlook.

THE STAR
ENTERTAINMENT GROUP

SECTION 11

COMMUNITY AND PARTNERSHIPS

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

17 PARTNERSHIPS FOR THE GOALS

THE GLOBAL GOALS
For Sustainable Development

COMMUNITY AND PARTNERSHIPS

At The Star, we strive to be a responsible corporate citizen. Each property is committed to supporting its local community, and where team members live and work. Despite the impacts of COVID-19 on our operations over the last year, we contributed over $7.8 million to charitable organisations, community groups and through sponsorships.

Over the last two years, we undertook an extensive evaluation of our charitable and community donation programs across each property. The aim of this evaluation was to ensure that our commitments maximise the benefit and positive impact for all stakeholders, aligns to each property's values and reflects its local spirit.

Following this evaluation, in FY2021, we announced a national community partnership with GIVIT. We have worked with GIVIT in the past on a number of initiatives, including bushfire relief efforts and directly supporting some of their 4,100-plus partner organisations.

GIVIT are the disaster relief and charity partner of choice for several State Governments across Australia and given the amazing work they do for so many individuals and organisations were the obvious choice to be our National Community Partner. We look forward to working with GIVIT on a range of passion projects and initiatives over the coming years.

The Star Sydney

Over recent years, The Star Sydney has been an integral member of the Pyrmont community and supported local community events, groups and businesses. Some of these have included Pyrmont Festival, Pyrmont Cares, Pyrmont Ultimo Chamber of Commerce and OzHarvest.

The Star Sydney is also a proud supporter of the National Indigenous Culinary Institute, ensuring that aspiring Indigenous chefs can learn and develop under the tutelage of Australia's top chefs.

The Star Sydney continued to maintain strong partnerships with sporting organisations and cultural events important to the city including: NSW Rugby League; Sydney FC; Sydney Swans; Australian Turf Club's race meets including The Star Championships and The Everest; and the Sydney Gay and Lesbian Mardi Gras.

While restrictions from the COVID-19 pandemic have impacted our Sydney operations, and limited our community and charitable opportunities, we look forward to once again supporting local community organisations via our Community Grants Scheme and charitable partners in the year ahead.

The Star Gold Coast

On the Gold Coast, we maintain several long-term relationships with key charity partners and continue to actively encourage team members to contribute to the community in which they live, work and play.

We have supported Surf Live Saving Queensland (SLSQ) for over 25 years, and our partnerships with the Currumbin Wildlife Hospital Foundation has been in place for several years. We remain committed to supporting such iconic community champions and the invaluable work that they do.

In FY2021, we expanded our support of SLSQ to also become naming rights partner of the Surf Woman of the Year Award – a further example of how we support a long-term partner and talented women leaders on the Gold Coast and across Queensland.

In addition to community donations and partnerships we are involved in developing tourism and visitation to the region through various events and sporting partnerships, including as Official venue and a major partner of the TV WEEK Logie Awards, Naming Rights Partner of Gold Coast Magic Millions Carnival and Raceday, and Official and platinum partner of the Gold Coast Titans

Treasury Brisbane

Treasury Brisbane has commenced two new partnerships that builds upon our 25 years of investing in the local community. Supporting up and coming brewers and winemakers through a partnership with The Royal National Agricultural and Industrial Association of Queensland Food and Wine Show (RQFWS) demonstrates our commitment to local jobs and fostering new talent via 12-month commercial contracts for the winners' brewery and winery to showcase the best that Brisbane and South-East Queensland has to offer.

Treasury Brisbane will also support local artists as the Brisbane Portrait Prize's Presenting Partner. This new partnership means we continue to support initiatives that improve skills and talent, promote artistic creations and opportunities for both our guests and team members as well as create authentic experiences to enjoy across Brisbane.

As we look forward to the opening of Queen's Wharf Brisbane, we will welcome more opportunities for The Star and these two community partners to work collaboratively together on new initiatives and projects that will showcase our commitment to local talent and experiences.

THE STAR
ENTERTAINMENT
GROUP

SECTION 12

TALENTED TEAMS

5 GENDER EQUALITY

8 DECENT WORK AND ECONOMIC GROWTH

10 REDUCED INEQUALITIES

THE GLOBAL GOALS
For Sustainable Development

Croupiers at The Star Gold Coast

The Darling Sydney team members

TALENTED TEAMS

We are dedicated to building talented teams that provide outstanding guest experiences and, as a result, generate shareholder value. Our learning, training and development programs focus on up-skilling team members and leaders across all of our properties and professional services.

A REVITALISED EMPLOYEE VALUE PROPOSITION (EVP)

As we continue to expand, and our transformational developments are realised – particularly on the Gold Coast and in Brisbane, we will also need to increase our workforce by thousands of team members over the next five years.

The competition for talent within the hospitality and tourism industry is intense, spurred by a skilled labour shortage resulting from ongoing COVID-19 restrictions. As the industry emerges from the pandemic in the next 12 to 18 months, we want to ensure we attract the best and brightest team members to The Star.

We developed an employment brand and marketing strategy in FY2021 geared towards promoting a new EVP to guarantee we have capacity and capability on delivering our vision to become Australia's leading integrated resort company.

Our new EVP reflects our core brand DNA and service offering as an entertainment destination in the simple expression, "You're Welcome".

The Star is a place where the welcoming spirit of your first day lives on every day. It is a place where you are invited to continually discover new possibilities, be your best self and make a difference.

> *"The competition for talent within the hospitality and tourism industry is intense, spurred by a skilled labour shortage resulting from ongoing COVID-19 restrictions.*

THE STAR ACADEMY

To facilitate and deliver on its commitment to train team members, The Star Academy centres around three pillars of learning: The Skills Centre, The Foundation Centre and The Leadership Centre.

The Skills Centre

The Skills Centre houses The Star Culinary Institute and Alumni as well as The Star's tertiary graduate program for the new hospitality stream and technical program. In addition, a new front of house hospitality apprenticeship / traineeship program is being developed to attract further talent to The Star.

The Star Culinary Institute (SCI)

Established in 2015 and created by some of the best chefs in the industry, The Star Culinary Institute sets a new standard for apprenticeship programs and is dedicated to training and mentoring Australia's next generation of culinary professionals.

The institute continues to attract, nurture and develop future talent in the culinary sector. The program's success is reflected in retention and employment rates of 88%.

The program provides apprentices with on-the-job training and opportunities through rotation at some of Australia's leading culinary and entertainment destinations, combined with value-add masterclasses, field trips, competitions and mentoring by seasoned professionals.

We continue to offer apprenticeships in cookery, pastry/bakery and school-based apprenticeships. Our apprentices are trained in-house, and in partnership with vocational institutions including TAFE New South Wales and TAFE Queensland.

In the FY2021, our apprentices have achieved great success. Key highlights from within the program include two former apprentices, Sarah Hunt and Sarah Musico who have received national recognition and will be representing The Star at the 2021 Australian National WorldSkills Championships.

To be held in Perth in 2021, this competition is known as the "Olympics" for trade and vocational skills. The national competition will welcome hundreds of apprentices from across Australia competition for a chance to represent the national in their chosen field in Shanghai in 2022.

Both women have since graduated from the program. Sarah Hunt is now working as a Commis Chef in Nineteen at The Star, while Sarah Musico is continuing her studies and completing a Certificate III in Patisserie, while still working with The Star Sydney.

> *The institute continues to attract, nurture and develop future talent in the culinary sector. The program's success is reflected in retention and employment rates of 88%.*

The Star Culinary Institute apprentices alongside team members

Bar Tikram at The Star Sydney

Flying Fish at The Star Sydney

CASE STUDY
REBECCA MERHI

Rebecca Merhi was accepted into the The Star Culinary Institute only three days after finishing her Higher School Certificate in 2013.

She gained extensive experience through her apprenticeship across 10 kitchens throughout The Star, including award-winning restaurants such as Sokyo and Black Bar & Grill and Momofuku Seiōbo.

Throughout her time with The Star, both as an apprentice and young chef, Rebecca has successfully competed in a variety of culinary competitions including La Chaine Des Rotisseurs Regionals (2019 – first place), Les Toques Blanches (2016 - overall winner), Nestle Golden Chefs Hat Award (2017 – gold) and WorldSkills Regionals, Sydney (2015 – silver).

Rebecca graduated from The Star Culinary Institute in 2016 and has worked across several venues at the property. She has been a team member of Flying Fish since its launch at The Star Sydney in December 2018 and was promoted to Sous Chef in May 2021.

Since graduating, Rebecca has been inducted as a member of the Australian chapter of La Chaine des Rotisseurs. La Chaine is an international association of gastronomy that is established in over 80 countries and brings together enthusiasts who share the values of quality, fine dining, the encouragement of the culinary arts and the pleasures of the table.

Speaking of her apprenticeship, Rebecca said: "My training with The Star Culinary Institute, and experience working with some of Australia's best chefs and restaurants at The Star, gave me the confidence to develop my skills, think on my feet and ensure our guests' experiences were the very highest quality."

> *"Additionally, the support and encouragement I received throughout my culinary apprenticeship, and beyond ensured I was consistently excited about my career and future.*

GRADUATE PROGRAM

Our 'Graduate Program' was first established in 2018

Since then, 19 tertiary-educated graduates have been welcomed across the business in technical, hospitality and corporate streams with an 80 percent completion rate, and 100 percent employability and retention.

In the last year, we have welcomed our fourth cohort (a total of 10 graduates) from a pool of more than 650 applicants.

THE FOUNDATION CENTRE

In FY2021, we pivoted our training to deliver virtual micro learning sessions to team members.

These sessions have been popular due to their ease of access as they can be attended remotely.

The delivery model for our guest service programs, 'Star Quality' and 'Sovereign Guest Experience' continues to be facilitated by business leaders. To resource the growth in this area, The Star Academy has trained 16 (in-house) new facilitators, through a new 'unlocking your facilitation skills' program.

THE LEADERSHIP CENTRE

In FY2021, The Leadership Centre began a realignment to be better positioned to co-design and deliver consistent and formalised leadership programs.

The development programs currently under way include:

- People and Performance team leaders' onboarding program
- Emerging and future leaders' program for identified talent
- Talent education program for leaders to conduct performance and talent conversations.

LEADERS COACH SUPPORT PROGRAM

We are focused on supporting leaders throughout their leadership journey including leading through challenging times.

Returning from enforced COVID-19 shutdowns in 2020, The Star Academy rolled out the 'Leaders Coach Support Program', a new program providing the opportunity for leaders to undertake one-on-one coaching with an internal, certified, and qualified executive coach.

The benefits of this program include:

- Improved productivity
- Increased openness to personal learning and development
- Assistance in navigating change
- Greater ownership and responsibility
- Development of self-awareness
- Goal attainment.

IN 2021, THE STAR PROUDLY RECOGNISED OVER 1,250 TEAM MEMBERS FOR LONG-TERM TENURE OF 5, 10, 15, 20, 25 AND 30 YEARS.

REWARD AND RECOGNITION

The Star Awards Gala is an annual event held to celebrate and show appreciation of our team members. It is our premier program for rewarding and recognising team members and leader who demonstrate our core values to the highest level. Team members are recognised across four key areas: Guest Excellence, Service Support, Leadership and a Team Award

Following a postponement due to the COVID-19 pandemic, the ceremony was held in February 2021, and for the first time, live-streamed across The Star Sydney, The Star Gold Coast and Treasury Brisbane. In FY2021, formal recognition was awarded to 401 team members (including all nominated team members and the quarterly winners). We have also received 20 teams nominations.

In total, 18 team members from across The Star were recognised for their exceptional work, with the overall winners highlighted here.

Service Support

Leanne Knapp, Learning and Development Advisor, People and Performance – The Star Entertainment Group

Guest Excellence

Daniel Fox, Chef de Cuisine, Harvest Buffet – The Star Gold Coast

Leader

Richard Fidelj, Director Premium Gaming Services, Gaming Operations – Gold Coast

Team of the Year

Ground Floor Restaurants – Treasury Brisbane

Leanne Knapp

Daniel Fox

Richard Fidelj

Treasury Brisbane

SECTION 13

DIVERSITY AND INCLUSION

WE EMPLOY AROUND 8,000 TEAM MEMBERS ACROSS THE STAR

OUR GENDER BREAKDOWN: 56% MEN / 44% WOMEN

WE SPEAK 70+ LANGUAGES

(TOP THREE NON-ENGLISH LANGUAGES ARE: MANDARIN, CANTONESE AND VIETNAMESE)

1.45% OF OUR PEOPLE IDENTIFY AS BEING ABORIGINAL OR TORRES STRAIT ISLANDER

6% OF OUR TEAM MEMBERS IDENTIFY AS PART OF THE LGBTQI+ COMMUNITY

45.95% OF OUR PEOPLE ARE OF ASIAN ETHNICITY

OUR DIVERSITY TARGETS

GENDER

45% female, 45% male and 10% non-binary representation (levels 1-4) by 2023

MULTICULTURAL

20% Asian representation (levels 1-3) by 2023

LGBTQI+

5% Year On Year growth in the Australian Workplace Equality Index

Measure team member opinions and sentiment of current practices across diversity and inclusion initiatives.

Although we collect demographic information at various stages of our team members' journey including at the time of recruitment, during the performance management process, and via our 'continuous listening' platform by Peakon, disclosing diversity demographic information is currently optional.

As a result, our current data on workforce breakdown is limited.

In December 2021, to assist us in our ability to better capture the workforce breakdown, we formalised a partnership with Peakon to provide a technologically aligned and efficient solution to understanding and measuring the voice of the employee.

An additional feature of Peakon is 'Peakon Include' which is a diversity, inclusion and equity tool that will:

- Capture demographic data (in a safe and compliant manner) so we can better understand our demographic composition
- Enable The Star to segment groups and examine how different populations are feeling, and compare aspects of their experience, and identify the actions that led to improvement
- Measure team member opinions and sentiment of current practices across diversity and inclusion initiatives.

Over the next 12 months we will continue to leverage the 'Peakon Include' module to better understand who our people are in terms of workforce breakdown. It is anticipated that by January 2022 we will have a dataset that is reliably representative of our workplace breakdown, including race, ethnicity, nationality and other minority groups.

DIVERSITY AND INCLUSION ENGAGMENT ACTIVITY

As part of our ongoing commitment to diversity and inclusion, each year, targets and focus areas are revisited to ensure they are relevant and continue to support the overarching business strategy and people agendas.

In December 2020, the Committee endorsed a re-orientation of the four diversity and inclusion focus groups set by management in FY2015. Areas of focus now include gender, multicultural, LGBTQI+ and Reconciliation for Australia's First Nations (Aboriginal and Torres Strait Islander) Peoples.

To support this, The Star has delivered on these specific areas of focus despite facing a disrupted operational year.

GENDER EQUALITY

Our aim is to promote gender equality in all aspects of our business by championing change and advocating opportunities for all individuals. Since setting gender diversity targets in 2015, we have increased representation of women in leadership roles (levels 1-4) by 37% in 2021.

Walk & Talk

Around 350 leaders and team members from across our company came together to participate in 'Walk and Talk', an annual event to celebrate International Women's Day.

The 'Walk and Talk' event provides women from across The Star an opportunity to network with senior leaders, highlight key challenges within their areas of work and gain insights on how to develop their careers.

Women in Gaming and Hospitality Australasia (WGHA)

WOMEN IN GAMING & HOSPITALITY AUSTRALASIA FOUNDING PARTNER

In 2021, we continued our support of WGHA as founding member alongside Aristocrat Leisure Limited. First established in 2017. WGHA is an industry driven not-for-profit organisation dedicated to achieving an inclusive industry and promoting gender equitable outcomes in the workplace.

Senior executives from within the business have proudly held board positions and helped guide the organisation to increase and improve gender equity within the industry. Currently, Kim Lee, Chief People and Performance Officer and Marnie Darren, Managing Partner Brand, PR and Creative In-House Agency, HOUSE, represent The Star as board directors.

Gender Pay Equity

We strongly believe in gender pay equity and conduct annual reviews to ensure there are no gender pay gaps in like-for-like roles. Our organisation-wide gender pay gap currently sits at 7.3%, which is well below the National average, and has been reducing each year. We are committed to closing this gap and have in place a number of initiatives to achieve this goal. In addition, we have enhanced our people policies including parental and carer's leave, and provide flexible work options to support team members to achieve their full potential, both personally and professionally.

Diversity Council of Australia's 'I Stand for Respect' Pledge

Our Managing Director and CEO, Matt Bekier joined over 230 other business leaders from across Australia to pledge commitment to stand against sexual harassment in the workplace, and to foster a safe and inclusive environment for all by signing the Diversity Council of Australia's 'I Stand For Respect' pledge.

This pledge reinforces The Star's commitment to zero tolerance for gender-based harassment and discrimination, sexual harassment or bullying in the workplace.

Creating a family-friendly working environment

In June 2021, we announced a new paid parental leave policy aimed at improving flexibility within its workforce and ensuring a family-friendly, inclusive and diverse workplace. Some highlights included:

- 16 weeks company paid parental leave for principal carers
- Secondary carers will now receive 4 weeks company paid parental leave
- Superannuation will now be paid on all company paid parental leave and principal carers will also receive an additional 2 weeks of superannuation
- Permanent team members can access company paid parental leave from day one, there's no 'waiting' or continuous service eligibility period– previously it was two years continuous employment
- We have reduced continuous service and active employment eligibility criteria for casual team members
- Principal carers company paid parental leave can now be taken up to 2 years after the birth or adoption of a child
- Team members now have more choice in how and when they take parental leave.

CASE STUDY
SANDY THEFS, GENERAL MANAGER TABLE GAMES, THE STAR SYDNEY

Sandy started her career in the casino industry in Brisbane, training as a table games dealer with the pre-opening team for the launch of Treasury Casino in 1995.

Hearing news of fresh opportunities in Sydney, Sandy ventured South in time for the launch of 'Star City' in 1997, and has been with The Star Sydney property since. Taking advantage of every opportunity along the way, Sandy is now General Manager Table Games and reporting directly to the Chief Operating Officer.

In her current role, she oversees approximately 1,400 team members and managers.

Most recently, Sandy was responsible for managing the delivery of the $250 million Sovereign refurbishment – opening in 2020 and now recognised as the best premium entertainment facility in Australia.

Sandy has extensive experience in the gaming and hospitality industry and has witnessed the progressive reduction in barriers for women, and path to gender equity.

As Chair of the Balance at The Star working group and member of the Diversity and Inclusion Steering Committee, Sandy is passionate about advocating for, and driving diversity, inclusion and equality across all levels of the organisation and ensuring it is integral in how we operate as a business.

"It's been important for me to see female representation in leadership positions across The Star."

"From when we first established Women at The Star in 2015, to encourage and achieve gender balance in leadership positions, we have made great strides."

"We currently have around 37% women in leadership roles, and although we have a lot more work to do to reach our target of 45% representation, we have a clear path to meeting that."

She says key to The Star's achievements in ensuring gender equality has been a clear direction from the management team and support from within the business, formation of the team member-led working group and our partnership with Women in Gaming and Hospitality Australasia.

"Throughout my time with The Star, I have been supported in my ambitions to progress my career by a strong network of advocates; people that believed in my abilities and potential more than I. They gave me the confidence to keep stepping forward and taking on greater and greater challenges. None more so than my direct line manager, Damian Quayle. Some of the challenges he threw at me made me feel quite unwell initially. But it's thanks to his belief in me that I am where I find myself today."

Sandy's advice to aspiring leaders in the hospitality and gaming industry is to invest in yourself – whenever you get a pay bump, make a conscious decision to invest a certain percentage in your personal development.

"Formal study, fitness training, travel to an international industry seminar – these are all examples of ways I have invested in myself to expand my knowledge and perspective and capability to perform at a higher level. And, of course, support the less experience leaders that you meet along your journey. It's so much easier to spot other people's strengths than to believe in your own."

> *"…to encourage and achieve gender balance in leadership positions, we have made great strides.*

LGBTQI+

In 2021, The Star was recognised as a Silver Employer, scoring 73.5% - representing around a 60% increase from our first submission in 2015

AUSTRALIAN LGBTQ INCLUSION AWARDS 2021

AWEI SILVER EMPLOYER

Team members attending 2021 Australian LGBTQ Inclusion Awards

Sydney Gay & Lesbian Mardi Gras (6 March)

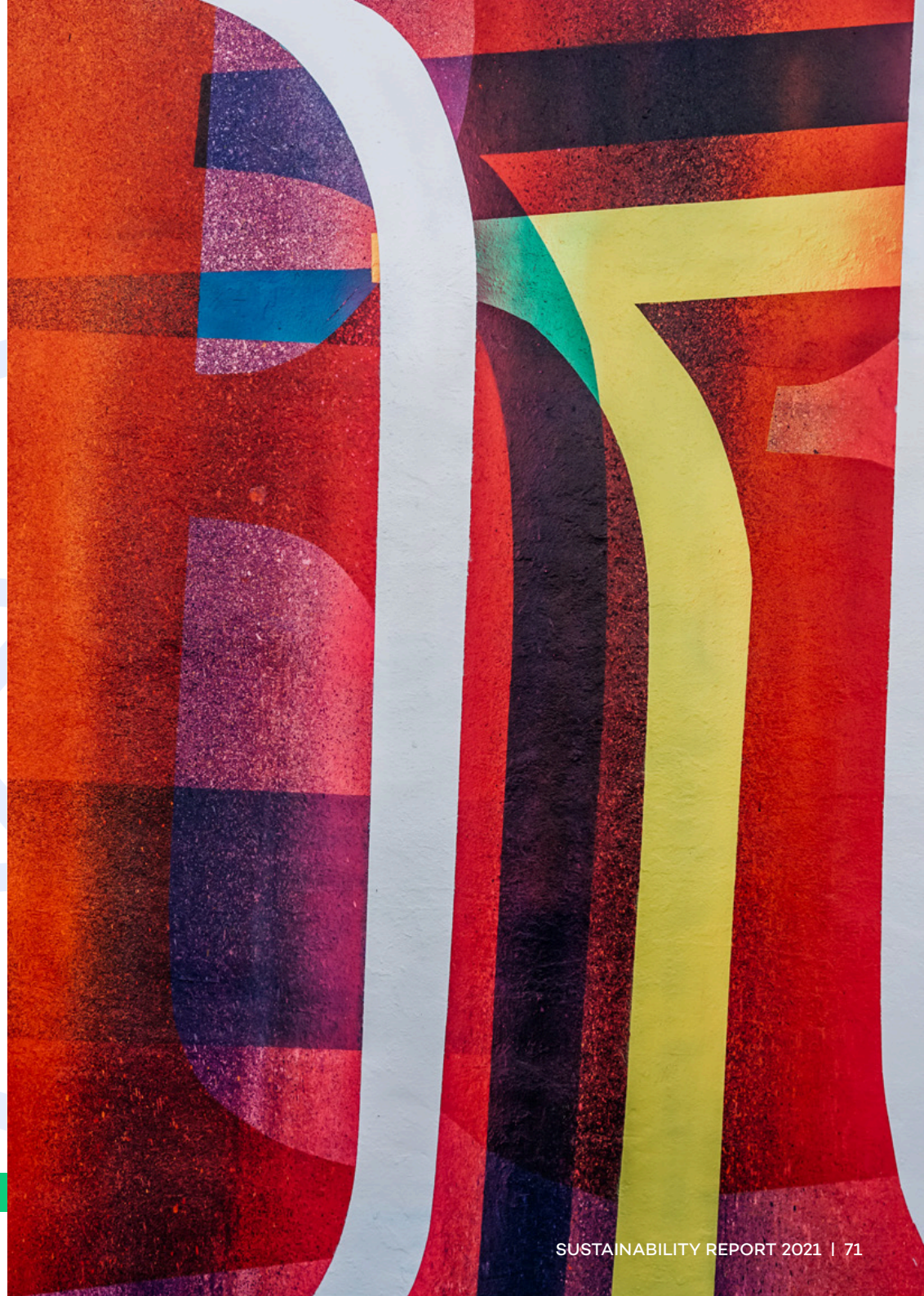
In 2021, The Star Sydney continued to play a pivotal role in celebrating the LGBTQI+ community as an Official Partner of the Sydney Gay & Lesbian Mardi Gras Parade – for the sixth consecutive year.

Due to the restrictions of the pandemic, the parade was celebrated at the Sydney Cricket Ground with The Star Sydney holding title of major sponsor and official entertainment partner of the event.

Seventeen of our team members participated in the parade under our own interpretation of "Rise like a Star".

More than 40,000 people across Australia watched the broadcast on SBS, with many more streaming online.

We also complemented the parade with 'watch parties' across our properties to ensure LGBTQI+ team members could be a part of the festivities.



International Day against Homophobia, Biphobia, Interphobia and Transphobia (IDAHOBIT - 17 May).

To recognise this important day on the calendar, our LGBTQI+ committee members wore their PROUD-branded t-shirts and served coffee to team members for gold coin donations.

Over $1,000 was raised across our three properties.

The money was donated to Minus18 Foundation – an LGBTQIA+ youth orientated charity aimed at improving lives through life-affirming events, education and youth empowerment.

Ally Training

In 2021, our team member-led working group, Proud @ The Star, launched its virtual training program 'How to be an Ally'.

The purpose of this program is to help team members understand what it is like to be LGBTQI+ through the sharing of real-life stories of inclusion.

The training also provides practical advice on how to be a visible Ally to the LGBTQI+ community and explain the importance of allies.

Through the monthly training sessions, the Committee aims to build the understanding of diversity in gender, expression, attraction and the respectful use of language.

To date, more than 100 team members and leaders have participated in the program.

CASE STUDY
ANGUS KRETCHMER, ASSISTANT MANAGER SOVEREIGN, THE STAR SYDNEY

After working in hotels, travelling and working on cruise lines, I joined The Star Sydney in 2019 wanting to base myself back in Sydney.

At first, like many members in our community, I was hesitant of showing my true identity. However, in a very short space of time, I was made to feel welcomed, and encouraged to express my individuality and authentic self.

Each of us come into work knowing that our ideas and opinions will be taken into consideration regardless of our background, sexual orientation, gender or culture. As a result, we are able to draw on that rich diversity of thought to deliver exception guest experience to the millions of visitors we welcome each year.

The range of initiatives we are involved in at The Star emphasises how embedded diversity and inclusion is within our business operations – and particularly for that of the LGBTQI+ community.

As a member of the Proud @ The Star working group since 2019, I have had the privilege of participating in the 2020 and 2021 Sydney Gay and Lesbian Mardi Gras, as well as helping increase awareness and raise funds for some of our community's most important days and events.

I'm thrilled to see that our leaders and management team are also visible allies and supporters from marching alongside us in Mardi Gras to developing, advocating and encouraging training modules including 'Walking in Rainbow Shoes' and the 'Ally Training Program' which help in shifting the needle towards a fully inclusive workplace.

My goal is to create an even better workplace for all LGBTQI+ Individuals so they can have the confidence and feel as safe as I do.

MULTICULTURAL

With team members and guests coming together from a broad range of backgrounds, we aim to leverage and champion our rich cultural diversity, create inclusive frameworks to promote career development and to extend personalised excellence to our guests.

As such, we recognise and celebrate a range of events important to our multicultural communities.

Lunar New Year (12 February to 26 February)

As a significant number of our team members and guests are of an Asian background, Lunar New Year is an extremely important event across our community. The importance of this event was further highlighted by domestic and international travel bans which prevented the Asian community visiting and celebrating with family.

Unity @ The Star invited all team members to join the festivities by decorating their work or home areas with Lunar New Year decorations.

In addition to creating special menus for team members, The Star also extended the celebration to guest and visitors with a variety of menu items, and activations across our properties.

International Mother Language Day (21 February)

International Mother Language Day recognises that languages and multilingualism can advance inclusion, and the UN Sustainable Development Goals' focus on leaving no one behind.

In 2021, we marked the occasion with a video featuring Managing Director and CEO Matt Bekier alongside other team members saying: "You're welcome at The Star" in their native tongue, that was shared across our social media channels.

Harmony Day (21 March)

Harmony Day coincides with the United Nations' International Day for the Elimination of Racial Discrimination and is an initiative of the Australian Government designed to celebrate multiculturalism within Australia.

We have actively participated in Harmony Day since 2014, leveraging its ongoing theme of 'everyone belongs'.

Unity Week

World Day for Cultural Diversity for Dialogue and Development falls on 21 May. In 2021, we introduced Unity Week, a new event by designed to highlight cultural diversity and inclusion.

The line-up of events, with the aim of bringing all team members together, included masterclasses at our signature restaurants, ping pong tournaments, world maps and international menus.

> *…create inclusive frameworks to promote career development and to extend personalised excellence to our guests.*

RECONCILIATION

The Star made progress towards developing its first Reflect Reconciliation Action Plan (RAP) in FY2021.

A Reflect RAP sets out the steps to take to prepare for reconciliation initiatives in successive RAPs.

The Reflect RAP allows The Star to foster closer relationships and ties with Aboriginal and Torres Strait Islander stakeholders while developing our vision for reconciliation and exploring our sphere of influence.

Significant steps have been undertaken to progress this initiative. These include:

- A RAP vision for The Star
- The formation of a Reconciliation Committee made up of seven members, including Managing Director and Chief Executive Officer Matt Bekier
- The formation of a Reconciliation Working Group ('Reconciliation at The Star') currently comprised of 15 members from across the company
- Inclusion of Aboriginal & Torres Strait Islander Peoples, days of significance in the diversity and inclusion calendar including Close the Gap Day, National Reconciliation Week and NAIDOC Week
- Inclusion of an Acknowledgement of Country at all meetings and events of significance.

'Jalaman Making Honey' artwork for Reconciliation by Devene Cockatoo-Collins

> *The Reflect RAP allows The Star to foster closer relationships and ties with Aboriginal and Torres Strait Islander stakeholders while developing our vision for reconciliation and exploring our sphere of influence.*

THE STAR
ENTERTAINMENT GROUP

SECTION 14

GOLD COAST CONVENTION & EXHIBITION CENTRE (GCCEC)

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

11 SUSTAINABLE CITIES AND COMMUNITIES

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

THE GLOBAL GOALS
For Sustainable Development

GOLD COAST CONVENTION & EXHIBITION CENTRE (GCCEC)

Located in the heart of Broadbeach, GCCEC is Australia's largest regional convention centre. With a massive arena, four exhibition halls and a range of meeting rooms, GCCEC caters for 10 to 6,000 people.

GCCEC is an industry leader in environmental innovation and we actively support key sustainable development principles including stewardship, inclusivity, integrity and transparency.

Awards

- MEA Awards (Queensland state finalists) in 2 categories: Event Venue and Audio-Visual Services
- Spice awards for Best Sustainable Venue, Best In-House Catering at a Convention Centre, Best Venue for a Gala Dinner
- Queensland Tourism Industry Council Best of Queensland
- TripAdvisor 2020 Traveller's Choice Award

gold coast | convention and exhibition centre

FY2021 HIGHLIGHTS

82 EVENTS DELIVERED

40% HAD A VIRTUAL ELEMENT

EARTHCHECK PLATINUM CERTIFIED

CREATION OF MOBILE STREAMING STUDIOS

100% COMPOSTABLE PACKAGING

IN USE FOR CONFERENCE FOOD

CASE STUDY
EARTHCHECK

In 2018 we became 'EarthCheck Platinum' certified in recognition of our commitment to operating at the highest environmental standards in hospitality.

Since GCCEC's opening in 2004, implementation of our Sustainability Policy and Environmental Management Plan has ensured the continuous integration of environmental and social sustainability into our strategy, planning and business operations. At every step we encourage partnerships and engage our guests promoting sustainability best practice as a leader in sustainable meetings and events. Our team is firmly committed to the continued cultivation of environmental and social stewardship both operationally and in design.

Our sustainability initiatives:

- Waste minimisation, recycling and reduction of consumables
- Integrated building management systems to manage and reduce energy consumption and subsequent carbon emissions
- On-site grey water recycling and management systems
- Working with supply chains to develop broader sustainable closed-loop systems
- Procurement of compostable packaging.

> *At every step we encourage partnerships and engage our guests promoting sustainability best practice as a leader in sustainable meetings and events.*

COVID-SAFE EVENTS

We are committed to guest safety at GCCEC. In consultation with the GCCEC COVID-Safe Task Force, industry bodies, government and health authorities, we delivered our Site Specific COVID-Safe Plan covering all essential areas of operation including cleaning and hygiene, social distancing – with new floor plans, food and beverage service, training and record keeping.

Implementing our plan meant we could potentially host up to 4,500 visitors per day based on 1 person per 4 square metres. Meetings and business events that can no longer take place in smaller venues can now look to GCCEC to meet COVID-Safe requirements.

Despite the challenges of COVID-19 which impacted some aspects of our Sustainability Policy, our Green Team and Sustainability Officer identified new ways to act responsibly whilst remaining COVID-19 compliant.

These included:

- Implementation of mandatory delegate pre-registration. Exact catering numbers lead to minimal food waste
- Introduction of pre-packaged meals using sustainable BioPak packaging
- Installation of 80 re-fillable hand sanitising units
- Launch of innovative technology to live-stream event
- Production of virtual site tour (video), funded by Business Events Australia
- Development of site visit app funded by Business Events Australia
- Replacement of self-service buffets with a serviced brasserie-style alternative, allowing portion control.

> *Implementing our plan meant we could potentially host up to 4,500 visitors per day based on 1 person per 4 square metres.*

THE STAR
ENTERTAINMENT
GROUP

SECTION 15

GLOBAL COMPACT NETWORK AUSTRALIA COMMUNICATION ON PROGRESS

UN GLOBAL COMPACT COMMUNICATION ON PROGRESS 2021

The Star Entertainment Group has reaffirmed its support in 2021 of the Ten Principles of the United Nations Global Compact on human rights, labour, environment and anti-corruption.

This year was our first year as a signatory to the Global Compact Network Australia and this is our first Communication on Progress.

This Communication on Progress should be read in conjunction with our UN Global Compact Signatory information and Commitment Letter, our Contributing to the United Nations Sustainable Development Goals Report for 2020 and the 'Progress against Beyond 2020 Sustainability Action Plan and the SDGs' in this Sustainability Report.

This report covers the period from 1 January 2020 to 31 December 2021.

Since 2021, The Star Entertainment Group has been committed to the UN Global Compact corporate responsibility initiative and its principles in the areas of human rights, labour, the environment and anti-corruption.

WE SUPPORT UN GLOBAL COMPACT

ISSUES	PRINCIPLE	POLICY, ACTION AND MEASUREMENT
Human Rights	Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights	- Continue to implement the commitments made in our Modern Slavery and Human Trafficking Statement and to monitor progress - Ensure every new supplier adheres to our Supplier Code of Conduct - Continue working with Reconciliation Australia to ensure we have the right level of Reconciliation Action Plan to release this coming year - Refer to our Diversity and Inclusion Policy - Refer to Materiality and item 2.3 Ethical Behaviour within our Beyond 2020 Sustainability Action Plan.
	Principle 2: Business should make sure that they are not complicit in human rights abuses	- Continue to implement the commitments made in our Modern Slavery and Human Trafficking Statement and to monitor progress - Ensure every new supplier adheres to our Supplier Code of Conduct - Refer to our Code of Conduct - Refer to Materiality and item 2.3 Ethical Behaviour within our Beyond 2020 Sustainability Action Plan.
Labour	Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining	Refer to the following documents: - Code of Conduct - Modern Slavery and Human Trafficking Statement - Compliance Policy and Framework.
	Principle 4: Busines should eliminate all forms of forced and compulsory labour	Refer to the following documents: - Modern Slavery and Human Trafficking Statement - Supplier Code of Conduct.
	Principle 5: Business should support the effective abolition of child labour	Refer to the following documents: - Modern Slavery and Human Trafficking Statement - Supplier Code of Conduct.
	Principle 6: Business should support the elimination of discrimination in respect of employment and occupation	Management approach and strategies are detailed in the following documents: - Diversity and Inclusion Policy - Diversity and Inclusion Targets - Beyond 2020 Sustainability Action Plan - Workplace Gender Equality Agency Report - Corporate Governance Statement.
Environment	Principle 7: Businesses should support a precautionary approach to environmental challenges	Management approach, impacts and aspects are detailed in the following documents: - Sustainability Strategy and Materiality Assessment - Environmental Management Policy - Climate-related-Disclosures Report - Beyond 2020 Sustainability Action Plan - Scope 3 emissions Materiality Assessment.
	Principle 8:Business should undertake initiatives to promote greater environmental responsibility	- Founding member and participant of Sydney's Sustainable Destination Partnership - Strategic actions and initiatives are detailed in sections 3.0 and 4.0 in our Beyond 2020 Sustainability Action Plan - Third party certified environmental ratings are attained through independent bodies Refer to the following documents: - Food waste reduction and management - Corporate Governance Statement.
	Principle 9: Businesses should encourage the development and diffusion of environmentally friendly technologies	- Continue our commitment to green buildings through our Sustainable Design and Operational Standards - Targeting net-zero emissions by 2030 for owned and managed assets – including renewable energy, refer section 3.0 Beyond 2020 Sustainability Action Plan
Anti-Corruption	Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery	Maintain the highest levels of Governance supported by the following policies: - Anti-Bribery and Corruption Policy - Whistleblower Policy - Code of Conduct - Corporate Governance Statement - Continued Governance by our Ethics Panel - Maintaining a culture of 'Do the Right Thing', supported by our Compliance Policy and Framework.

THE STAR
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SECTION 16

BEYOND 2020 ACTION PLAN PERFORMANCE

BEYOND 2020 SUSTAINABILITY ACTION PLAN PROGRESS REPORTING

UNSDG	STRATEGY PILLAR	OBJECTIVE	GOAL	TASK NO.	TASKS AND INITIATIVES	STATUS	FY2021 PROGRESS
	Leading Company	**1. Trusted Community Partners**	**1.1 Community engagement** Expand engagement with the local communities in which we operate and increase the positive social impact of our financial and in-kind investment in community initiatives	1.1.1	**Supporting our Team Members in the Community** Helping to strengthen the local community and our team members working within the community for cause.	**Established - Continue and Improve**	The Star supports our team members and the charitable organisations and events to which they are dedicated. Open Your Hearts enables our team members to seek support for their selected charities across all properties.
				1.1.2	**Queen's Wharf Community Relations Program** Informs the community on activity around the Queen's Wharf development and receives feedback from stakeholders. Community sentiment surveyed annually and reported.	**Established - Continue and Improve**	Significant engagement continues through platforms provided by both The Star and Destination Brisbane Consortium.
				1.1.3	**Community Consultation and Engagement** Continuing to consult in partnership with local community and neighbourhood groups across our properties to ensure they are informed and updated on operations.	**Established - Continue and Improve**	The Star continues to engage the community around new developments.
				1.1.4	**Neighbourhood Advisory Panel, Sydney** Providing community consultation opportunities and information flows.	**Established - Continue and Improve**	The Neighbourhood Advisory panel was paused throughout FY2021 due to the COVID-19 pandemic, however The Star Sydney has plans to resume its community engagement initiatives when safe to do so.
				1.1.5	**The Star's Donations Program** Supports local charities, with donations including food, equipment and furniture. Builds on more than $9 million donated in FY2019, enhancing social impact measurement.	**Established - Continue and Improve**	The Star has focused our efforts on a new company-wide Community Partnership strategy, bringing on new partners like the Brisbane Portrait Prize and National Indigenous Culinary Institute. We also rolled out a new Star Community Grants Program, supporting local organisations with shovel-ready projects or initiatives that benefit the local community.
				1.1.6	**Charity Engagement** In order to better understand the needs of charity groups, we are measuring the beneficial impact of our support at both the company and individual property level.	**Established - Continue and Improve**	All of our Community Partnerships at The Star are created to maximise the benefit to the partner and those that they support. Our new National Community Partner, GIVIT, have been working on several projects in partnership with us, including local Indigenous organisations. Our partnership with the RNA's beer and wine awards has been jointly created in a way to boost the capacity of the local industry and promote young talent.
				1.1.7	**Memberships of heritage bodies** The Star maintains memberships across key heritage groups including the National Trust, Royal Historical Society of Queensland and the Heritage Council of Queensland.	**Established - Continue**	The Star maintains relationships with heritage bodies with increasing importance placed on the reinvigoration of nine heritage properties that form part of the Queen's Wharf Brisbane transformation project.
				1.1.8	**Connected cities and communities** Provide a positive influence in positioning our cities for tourism and infrastructure growth by delivering projects within our cities that attract visitors and increase connectivity, mobility and open public spaces.	**Established - Continue and Improve**	The Star and its partners are delivering a $3.6 billion tourism and infrastructure project in Brisbane, have commenced a $2 billion-plus masterplan on the Gold Coast and plan to invest $1 billion in Sydney to drive further visitation and provide additional benefits to the respective States and local communities.
				1.1.9	**Custodianship and contribution** Provide support, thought leadership and contribution to city strategies, destination stewardship activities and key local community and not for profit organisations and their work.	**Established - Continue and Improve**	The Star continues to develop community and charitable relationships, and contribute to city strategies by offering the expertise of executives to boards and committees. The Star also undertakes a rigorous thought leadership and speaking engagement platform for C-Suite executives, especially in the areas of tourism, diversity and sustainability.

UNSDG	STRATEGY PILLAR	OBJECTIVE	GOAL	TASK NO.	TASKS AND INITIATIVES	STATUS	FY2021 PROGRESS
	Leading Company	**1. Trusted Community Partners**	**1.2 Indigenous advancement** Support the advancement of Indigenous Australians, with regards to education, employment opportunities and the self-sufficiency of communities.	1.2.1	**Reconciliation Action Plan** Develop and expand our support.	**Established - Continue and Improve**	We are currently working with Reconciliation Australia to ensure we have the right Reconciliation Action Plan to suit The Star's business plan and to drive reconciliation both internally and in the communities in which we operate.
				1.2.2	**Indigenous training** In our restaurant and culinary business through relationships and partnerships with indigenous groups.	**Established - Continue and Improve**	To date, relationships with a number of partners have been established, which we will look to expand in FY2022. We ran a number of producer led sessions on native ingredients throughout the year. In FY2022, we will build our association with National Indigenous Culinary Institute with the aim of mutual benefits to both organisations.
				1.2.3	**Indigenous community opportunities** Identify and foster opportunities through our food supply chains by establishing product or business offerings to directly support employment and community goals.	**Initiated - Continue and Improve**	We have established links into various indigenous community relationships across our properties. In FY2022, we need to build more regular dialogues and increase their impact.
				1.2.4	**Cultural Heritage Management Plans** Cultural Heritage Management Plans in place at Queen's Wharf Brisbane to correctly identify, inform and handle items of cultural significance.	**Established - Continue**	Our Cultural Heritage Management Plan is more than just a document. It is about how we engage with both First Nations and English settlement history to tell the story of the Queen's Wharf Brisbane site. We do this through our Queen's Wharf Visitor Centre and through our work with local Indigenous groups to create a truly unique experience that can both educate and appeal to all of our guests.
		2. Ethical Business	**2.1 Responsible Gambling** Maintain industry leadership in responsible gambling.	2.1.1	**Responsible Gambling Program** Fulfilling our commitment to minimising the potential harm associated with gambling.	**Established - Continue and Improve**	We have made substantial advances in the training of our team members across the Group. We are continuously improving our data use to identify risky guest activity which supports our ability to interact with customers who may be at risk of experiencing gambling related harm. Responsible Gambling is our most significant social impact issue and remains a strategic priority of the Board.
				2.1.2	**Responsible Gambling Code of Practice** Defines our common standards and requirements for the responsible delivery of gambling products and services.	**Established - Continue**	Our Responsible Gambling Code of Practice is updated regularly and is on our website translated into multiple languages.
				2.1.3	**Star Assist** A pre-commitment program for customers to set limits on gaming time and spend.	**Established - Continue**	Star Assist, a pre-commitment program, is a tool which can assist our guests to establish appropriate limits on time and money spent on gaming machines. The program ensures that when guests reach their set limits, the gaming machine they are playing will lock up and play with their card will be disabled for a period.
				2.1.4	**Guest Support Advocates** Provide information or referrals to guests who may be experiencing gambling-related problems.	**Established - Continue**	During 2021 we engaged with Betcare to renew our guest advocate support training program. We have trained or retrained over 200 people from our gaming teams to deliver skills in advanced identification of signs of problem gambling and interaction with guests. We will continue to make this training package available to team members and we have developed a continuous engagement program for guest support advocates within the monthly newsletter.
				2.1.5	**Responsible Gambling Funds** Continue to be a key contributor into the NSW Responsible Gambling Fund and the QLD Gambling Community Benefit Fund.	**Established - Continue**	The Star works hard to ensure that we properly comply with our obligations to make contributions to the QLD and NSW gambling support funds and actively engage with regulators to ensure they are satisfied we meet those obligations.
				2.1.6	**Guest Support Centres** Private, appropriately designed spaces at each property which allow The Star employees to provide support and assistance to guests wanting to exclude or who need assistance with gambling related problems.	**Established - Continue**	Guest support centres are necessary physical spaces that allow our team to have the kind of confidential and sensitive conversations that we sometimes need to have with our guests. These centres also allow us to manage our exclusion programs without putting guests at risk of breaching their orders.

UNSDG	STRATEGY PILLAR	OBJECTIVE	GOAL	TASK NO.	TASKS AND INITIATIVES	STATUS	FY2021 PROGRESS
	Leading Company	**2. Ethical Business**	**2.2 Responsible Service of Alcohol** Maintain industry leadership in RSA.	2.2.1	**RSA Program** Includes guest entry policies, reporting of all serious incidents, and monitoring, measuring and performance reporting.	**Established - Continue**	The RSA program is supported with a continuous improvement model led by Responsible Service of Alcohol Committees at each property. These committees review significant RSA incidences or an incident where alcohol may be associated with violence and identify opportunities to improve how we manage these issues on our properties and across the Group.
				2.2.2	**RSA Training** Includes RSA training for all staff involved in the supply or service of alcohol, as well as in-house RSA training for all new employees.	**Established - Continue**	RSA training is a cornerstone of delivering responsible service of alcohol. All of our team members are required to complete a training package every two years as part of our company compliance. Frontline staff who are engaged in the direct supply of alcohol are also supported with regular team focussed briefing sessions and updates.
			2.3 Ethical behaviour Continue to uphold and enhance standards in ethical behaviour across all areas of our business.	2.3.1	**Ethics Panel** Reports to the Board's People, Culture and Social Responsibility Committee, established in 2018.	**Established - Continue and Improve**	The Ethics Panel meets quarterly and supervises a range of policies including our Whistleblower Program, Conflicts of Interest and more recently Ethical Sourcing. The membership includes senior executives from across the Group. The Panel maintains an independent voice from an external advisor who is not an employee of The Star.
				2.3.2	**Supplier Code of Conduct** Covers human rights in our supply chain in alignment with the UN Declaration of Human Rights.	**Established - Continue and Improve**	Our Supplier Code of Conduct is on the company website and is supported by our Modern Slavery and Human Trafficking Statement.
				2.3.3	**Corporate Governance Statement** Outlines The Star's corporate governance practices and policies considering applicable legislation and recognised standards.	**Established - Continue**	The Star operates under the highest level of governance with all policies, the Code of Conduct and our Corporate Governance Statement on our company website.
			2.4 Sustainability Disclosure Achieve best practice in sustainability reporting and index participation.	2.4.1	**Leadership in Sustainability Indices** The Star participates in indices and global reporting frameworks and has been awarded a "Global Leader" in the Casino and Gaming Industry category for five years in a row.	**Established - Continue**	The Star remains a global industry leader of the Dow Jones Sustainability Index and has been included in the 'Sustainability Yearbook' for the past five years. The Star has aligned its materiality assessment and reporting with ESG standards for disclosures including the GRI and the TCFD.
				2.4.2	**FTSE4Good Index** Continued inclusion in this index for ethical investment stock.	**Established - Continue**	The Star continues to be a constituent of the FTSE4Good Index.
				2.4.3	**Sustainability Reporting** The Star has committed to report annually and increase disclosures in line with the Global Reporting Initiative (GRI) Standards.	**Established - Continue and Improve**	Global Reporting Initiative Reports can be found on the company website The Star continues to expand its disclosures each year moving from 'Core' disclosures toward 'Comprehensive'. In 2021, The Star released its fourth report.
				2.4.4	**Material Impacts Annual Assessment** The Star conducts an internal annual assessment aligned to the United Nations' Sustainable Development Goals with the aim to improve our sustainability strategy and management across the business.	**Established - Continue**	Materiality Assessments, aligned to assurance standards, are conducted annually and align to the United Nations Sustainable Development Goals which can be found on the company website. We released our first contribution report in 2020 aligning our material issues with reporting against the SDGs.
				2.4.5	**Taskforce for Climate-related Financial Disclosure (TCFD) Response** The Star has committed to fully integrating current and new projects to the TCFD framework and to report progress annually in line with best practice. Risks related to climate change and reducing carbon emissions form part of the company risk register.	**Established - Continue and Improve**	The Star is embedding the Task Force on Climate Related Financial Disclosures Recommendations and Framework into the business over time. In 2021, we released our second 'Climate-related Disclosures Report' which can be found on the company website. Climate change and reducing carbon emissions form part of the company risk register.

UNSDG	STRATEGY PILLAR	OBJECTIVE	GOAL	TASK NO.	TASKS AND INITIATIVES	STATUS	FY2021 PROGRESS
	Leading Company	**2. Ethical Business**	**2.5 Responsible supply chain** Minimise the impact on the communities and environments associated with our supply chain through improved visibility, controls and supplier dialogue.	2.5.1	**Responsible Supply Chain Strategy** Includes defined principles for sourcing and product stewardship, based on a sustainable supply chain assessment conducted in 2018.	**Established - Continue and Improve**	The Star continues to operate within the defined parameters of its Ethical Sourcing Policy issued in December 2020, with a commitment to continued improvement as sourcing processes mature.
				2.5.2	**Sustainable and Fair Food Sourcing** We work together with the engagement of our business stakeholders and suppliers to expand the opportunities to access sustainable and fair food.	**Initiate and Implement**	With the engagement of our business stakeholders and suppliers we are working to expand the opportunities to access sustainable and fair food.
				2.5.3	**Supplier Code of Conduct** Issued to all existing suppliers including preferencing of those who provide training and employment to disadvantaged groups.	**Established - Continue and Improve**	Organisations make a declaration during the supplier set up process that they "have read and will adhere to the Supplier Code of Conduct, available on our website." This policy outlines our expectations of suppliers in the following areas: human rights, labour practices, and anti-discrimination, equal employment opportunity (EEO) and supplier diversity, community involvement, environmental, work health and safety, anti-corruption, supply chain management and privacy.
				2.5.4	**Supplier Risk Assessment** Launched in early 2018, the Supplier Risk Assessment assesses social risks, such as with communities, ethical business practices and supply chain management and will continue into 2019.	**Established - Continue and Improve**	The Star is targeting risk assessments for 60% of Tier 1 suppliers to be completed in 2022.
				2.5.5	**Modern Slavery Act Response** The Star will implement policies and risk mitigations to address the potential existence of modern day slavery in our supply chain.	**Established - Continue and Improve**	In 2021 we published our first Modern Slavery and Human Trafficking Statement lodged with Government which is available on the company website. In 2022 we will continue to work on our capability to identify and mitigate risk. We will continue to improve our engagement with certification schemes and direct engagement with suppliers at risk. Our next statement will be available on our website by December 2021.
			2.6 Responsible data use Achieve best practice in responsible data management and privacy.	2.6.1	**Privacy Council** Established in 2018 including all areas of the business with substantial control of consumer data. Objectives of the Council are to monitor projects and initiatives to ensure privacy requirements are factored into design of projects, to resolve complex privacy matters and to supervise major privacy issues as they emerge.	**Established - Continue and Improve**	The Privacy Council is now supported additionally with the development of an internal Privacy Compliance Policy and enhanced standard setting in relation to data governance. In addition to the Council, we operate an integrated cyber security program which improves our confidence in data protection.
				2.6.2	**Cyber Resilience Strategy** A detailed cyber security resilience program continues to evolve year after year to combat emerging cyber threats. Team member education compliments a broad range of embedded and cutting edge technologies to mitigate cyber threats to The Star's information capital base and customer data.	**Established - Continue and Improve**	A detailed cyber security resilience program continues to evolve year after year to combat emerging cyber threats. Team member education compliments a broad range of embedded and cutting edge technologies to mitigate cyber threats to The Star's information capital base and customer data.

UNSDG	STRATEGY PILLAR	OBJECTIVE	GOAL	TASK NO.	TASKS AND INITIATIVES	STATUS	FY2021 PROGRESS
	World Class Properties	**3. Sustainable and Resilient Resorts**	**3.1 Sustainable development** Develop and operate world-class sustainable properties.	3.1.1	**Green Building Ratings** All new buildings and significant redevelopment works will target a minimum of a 5 Star 'Green Star' rating. A 6 star Green Star Communities (v1) rating was achieved for the Queen's Wharf Brisbane redevelopment and a 5 star Green Star Interiors achieved for the Group's Sydney corporate office.	**Established - Continue and Improve**	The Star continues to commit to and deliver Green Star ratings achieving 80% coverage across the portfolio in FY2021, targeting 90% coverage by FY2022. In FY2021, The Star conducted its first Green Star Performance Rating at The Star Gold Coast with The Star Sydney also Green Star Performance rated. We are committed to a minimum of 5 Star Green Star Design and As Built Ratings for all new buildings. Green Star Commitments and all existing ratings can be found within the Sustainability Report and on the company website.
				3.1.2	**Sustainable Design and Operational Standards** Applied to all retrofit and development projects to futureproof buildings and deliver operational efficiencies.	**Established - Continue**	Our Sustainable Design and Operational Standards ensure all new building and large retrofit projects apply minimum standards for green building ratings, sustainable design and consider climate change. The Standards are updated regularly and can be found on the company website.
				3.1.3	**Biodiversity Improvement** Recognise opportunities to increase biodiversity and continue assessing potential biodiversity impacts through our core development activities.	**Initiate and Implement**	The Star continues to find opportunities to increase biodiversity in new and existing projects which include gardens and the creation of green spaces. This is ongoing. A recent example is the 8,000 square metre green roof installed at The Star Sydney and the new green spaces including the mangrove walk at Queen's Wharf Brisbane.
				3.1.4	**Future Carbon Management Strategy** The Star is targeting net-zero carbon emissions by 2030 for wholly owned and operated assets. To support the target, a comprehensive energy and emissions management strategy will be introduced focussed on the purchase of renewable energy, energy optimisation and efficiency measures and establishing a balanced carbon offsetting approach. The strategy will support the Star's integration of the Task Force on Climate Related Financial Disclosures Framework and Recommendations.	**Established - Continue and Improve**	The Star is targeting net-zero carbon emissions by 2030 for fully owned and managed assets. Our 2030 carbon management plan has been established and in being implemented which includes carbon reduction from energy efficiency, the purchasing of renewable electricity and through innovative offsetting opportunities that offer environmental and social benefit.
			3.2 Environmental footprint reduction Minimise the environmental footprints of our properties and company operations.	3.2.1	**Resource Reduction** Each property will develop operational resource reduction plans to deliver annualised targeted environmental savings and to maximise energy efficiency opportunities.	**Established - Continue and Improve**	Building energy and water audits are completed every two years in line with our commitments to increase energy and water efficiency. These opportunities form part of our Group Energy and Water Project Pipeline. Audits have been completed in 2021 and opportunities are under investigation for implementation into 2022
				3.2.2	**Energy and Water Project Pipeline** A group-wide pipeline to activate and deliver new efficiency opportunities identified through bi-annual auditing and building optimisation systems The Star's resource reduction targets include a: - Target to achieve net-zero carbon emissions by 2030 for wholly owned and operated assets - Carbon target of 30% reduction in carbon emission intensity (per square metre) by financial year 2023 from on a financial year 2013 baseline. - Water target of 30% reduction in potable water consumption intensity (per square metre) by financial year 2023 from a financial year 2013 baseline.	**Established - Continue and Improve**	The Energy and Water Project Pipeline continues to combine and prioritise all energy and water project opportunities for implementation across The Star. As part of our carbon pathway to 2030, we are targeting a 5% reduction in carbon emissions from energy efficiency which utilises the pipeline of projects and measures resource and cost savings.
				3.2.3	**Water Strategy** As a destination business, support long term sustainable water management activities and contribute to maintaining healthy and safe waterways in our communities. Maximise our opportunities for utilisation of the reverse osmosis plant and recycled water at The Star Gold Coast.	**Rolled forward until 2022**	The Star continues to support good water management and the reduction of potable water use. Recycled water is a priority in new buildings and is in use in areas of our properties. Moving into the 2022 year, The Star will consider larger scale water use strategies and opportunities as part of a new strategy.

UNSDG	STRATEGY PILLAR	OBJECTIVE	GOAL	TASK NO.	TASKS AND INITIATIVES	STATUS	FY2021 PROGRESS
	World Class Properties	**3. Sustainable and Resilient Resorts**	**3.2 Environmental footprint reduction** Minimise the environmental footprints of our properties and company operations.	3.2.4	**Waste and Recycling Strategy** Reduce overall waste generation, increase recycling streams and tonnage diversion in line with The Star Entertainment Group's Waste Strategy and targets.	**Established - Continue and Improve**	We will continue to implement our Waste and Recycling Strategy with a focus on our Queensland based properties to lift recycling rates and implement new systems. Our strategy is moving towards embedding a circular economy approach with a focus on textile waste in 2022 and to continue to reduce food waste.
				3.2.5	**Single Use Plastics Reduction Commitment** The Star Entertainment Group's commitment to reducing single-use plastics and the implementation of environmentally preferred alternatives including FSC wood and compostable. The Star removed 7.5 million plastic straws in FY2019 and has since removed most takeaway product lines and replaced these with compostable product lines.	**Established - Continue and Improve**	We remain committed to the continued removal of single use plastics and replacing with compostable alternatives. In 2021, 98% of all take away food packaging has now been switched to compostable product lines. We are targeting 100% compostable food packaging where products are available on the market.
			3.3 Climate resilient Prepare our properties to operate well if impacted by climate change and extreme weather events.	3.3.1	**Climate Resiliency Plan** Each property to undergo physical climate risk assessments. Climate adaptation requirements must be included in all major new build and retrofit projects as stated within our publicly available Sustainable Design and Operational Standards. Physical climate risk assessments were completed in 2017 and properties were reassessed in 2019 as part of the program.	**Established - Continue and Improve**	The Star conducted its third set of physical climate risk assessments in 2021 across the portfolio in line with our broader commitment to conduct these every two years. Climate Adaptation and Mitigation Actions are updated in line with these audits and form part of the Group's Sustainable Design and Operational Standards on the company website.
		4. Inviting and Liveable precincts	**4.1 Liveable places** Create positive places in and around our properties that offer healthy, comfortable, accessible and engaging experiences.	4.1.1	**City of Sydney's Sustainable Destination Partnership** Supporting Sydney's position on the Global Destination Sustainability Index, we participate in the Leadership Panel and Technical Working Groups.	**Established - Continue**	The Star continues to engage across the Tourism, Accommodation and Entertainment Industry as an active and founding member of Sydney's Sustainable Destination Partnership. We are represented on the Leadership Panel and across the Technical Working Groups to support a Sustainable Sydney and to mobilise sector sustainability projects and standards.
				4.1.2	**Team Member Areas Refurbishments** Increasing the liveability of team members' spaces, and make them more inviting.	**Established - Continue and Improve**	The Star Sydney's new café, 'Allawah' has been upgraded to provide more green, nature based indoor spaces for team members. The Star's Sydney Corporate Office has a 5 Star Green Star Interior Rating. Open public green spaces are a key part of the new Queen's Wharf Brisbane development.
				4.1.3	**Green Space Development** Increasing 'green spaces' around our properties for the benefit of our guests, communities and team members.	**Initiated - Continue and Improve**	At Queen's Wharf Brisbane, over 300 trees and close to 20,000 will be included in landscaping projects including The Landing, a 6,500 square metres green space that sits out along the river beyond the Riverside Expressway. The precinct will deliver over 12 football fields of public space. Over 8,000 square metres of green roof was established at The Star Sydney providing improved outlooks, over 27 species of plants and biodiversity enhancements.

UNSDG	STRATEGY PILLAR	OBJECTIVE	GOAL	TASK NO.	TASKS AND INITIATIVES	STATUS	FY2021 PROGRESS
	Guest Wellbeing	**5. Engaged Guests**	**5.1 Guest sustainability engagement** Empower our guests to positively impact the community and environment through their engagement with The Star.	5.1.1	**Guest Sustainability Engagement Plan** Develop an outreach program to enhance guest experiences and sustainability education, and garner feedback from guests to create opportunities for improvement. Expand our in-room information on sustainability at The Star.	**Initiate and Implement**	Programs are continuing into 2022 to promote property sustainability performance to guests through in room displays, menus, and other property collateral. In room compendiums share sustainability information and in room cards educate guests on waste reduction, recycling and our water reduction targets.
				5.1.2	**Green Event Guide** Offering event partners and corporate clients opportunities to provide sustainable alternatives when hosting events at The Star's properties. Maximise our opportunities to engage our guests in single use plastics reduction and reduction of event waste including food waste.	**Initiate and Implement**	Our Green Event and Sustainability Guide was delayed due to the onset of Covid and will be implemented in 2022. We continue to focus on single use plastic reduction in favour of compostable, waste reduction and recycling and ensuring all excess food is donated to charities.
		6. Safe and Secure Guests	**6.1 Guest safety** Maintain the highest standards of guest safety and security and continue to prioritise guest health and welfare.	6.1.1	**Health and Safety Strategy** Developed to maintain our goal of zero fatalities and serious injuries at our properties and to deliver a safe, secure and comfortable experience for every guest and team member.	**Established - Continue and Improve**	Culturally we have shifted away from a goal focused on the absence of incidents to one of evidence-based continuous improvement. With considerable new construction taking place on all of our properties the focus has been on safety in design, for example selecting flooring with slip ratings above regulatory requirements and touch free bathroom fittings.
				6.1.2	**Safety Management System** Continue to target industry best practice and ensure a continuous improvement model is adopted by our teams.	**Established - Continue and Improve**	We continue to focus on lead metrics or inputs to the system that our people can control and influence with an increased focus on psychological safety.
	Talented Team	**7. Fair and Attractive Employer**	**7.1 Talent acquisition** Attract the best candidates at a local, state and national level by being an employer of choice.	7.1.1	**Talent Acquisition Strategy** To attract, develop and retain the very best talented teams and people.	**Rolled forward until 2022**	Our Talent Acquisition Strategy is active and is consistently adapted to respond to business growth. One of these adaptations is the introduction of Alcami a video interview platform with the features to streamline The Star's recruitment process and to provide a standardised interviewing experience for all applicants. Our strategy will be further updated in FY2022 to support the preparation and opening of Queen's Wharf Brisbane Integrated Resort. In 2021, the Talent Acquisition team was restructured to address the current talent crisis and future growth by introducing a proactive sourcing stream and an internal talent partner, to support internal promotions.
				7.1.2	**Employee Value Proposition (EVP)** Outlines all the unique benefits of working at The Star, that make us an employee of choice.	**Rolled forward until 2022**	Similar to our Talent Acquisition Strategy, our Employee Value Proposition (EVP) is consistently updated and expanded. In November we refreshed our EVP to reflect our core brand DNA and service offering as an entertainment destination in the simple expression, "You're Welcome". This also aligns with our external recruitment brand campaign to provide a coherent messaging to all team members.
				7.1.3	**Employee and Guest Engagement Campaigns** Our internal message to our current employees that supports our vision, to rally around a central purpose of creating thrilling experiences for our guests and each other.	**Established - Continue and Improve**	In 2020 The Star updated our internal message to our team members, to underpin our vision with "where welcome lives every day". We support our team members through their career journey and through our campaigns 'Discover New Possibilities, Be Your Best Self and Make a Difference' to maximise experience and engagement.

UNSDG	STRATEGY PILLAR	OBJECTIVE	GOAL	TASK NO.	TASKS AND INITIATIVES	STATUS	FY2021 PROGRESS
	Talented Team	**7. Fair and Attractive Employer**	**7.2 Diversity and inclusion** Foster a welcoming, inclusive and diverse workplace that encourages team members to be the best they can be. No team member excluded based on their gender, ethnicity, sexuality or other such characteristics.	7.2.1	**Diversity and Inclusion (D&I) Strategy** The D&I Strategy focuses on four key areas of gender, multicultural, LGBTQI and age, and targeting: - Gender: 45% women and 45% men in levels of work 1-4 by 2023 - Multicultural: 20% Asian representation in levels of work 1-3 by 2023 - LGBTQI: 5% year-on-year increase in AWEI (Australian Workplace Equality Index) score - Mature age: engagement of our mature age workforce as measured by the 2019 employee engagement survey (≥65%)	**Established - Continue and Improve**	To enhance the people experience and culture proposition for our Team Members, in 2021 our D&I Strategy shifted to include a focus on Australia's First Nations Peoples. Our D&I Strategy focuses on four key areas including gender, multicultural, LGBTQI and Australia's First Nations Peoples, and targeting: - Gender: 45% women and 45% men in levels of work 1-4 by 2023 - Multicultural: 20% Asian representation in levels of work 1-3 by 2023 - LGBTQI: 5% year-on-year increase in AWEI (Australian Workplace Equality Index) score - Reconciliation: Implementation of The Star's Reconciliation Action Plan Mature age continues to be a focus and is now accommodated within our work on wellbeing as well as D&I - Through dedicated work and a targeted focus, in May 2021 The Star increased our AWEI score by 13% from previous year and were awarded Silver by AWEI - Contributions to achieving Silver status include policy updates, Ally Training roll-out, celebrating of Days of Significance and visible communications internally and externally. In January 2021, The Star formalised a partnership with Voice of the Employee provider, Peakon to provide a technologically aligned, efficient and flexible solution to understanding and measuring employee engagement. An additional feature of the platform is Peakon Include. Peakon Include is a Diversity, Inclusion and Equity tool that will enable The Star to capture demographic data (in a safe and compliant way) to examine how different team member populations are feeling, compare specific aspects of their workplace experience, and identify the actions that lead to improved experience and allow for more strategic and evidence-based decision making in the future. In 2021, The Star continues to priorities its D&I focus though its commitment to a range of policy updates and people focused celebrations and education activations.
				7.2.2	**Diversity and Inclusion Steering Committee** Oversees diversity and inclusion initiatives across The Star.	**Established - Continue and Improve**	The D&I Steering Committee, led by our CEO Matt Bekier and Executive Member Sponsors who are responsible for guiding The Star's D&I agenda continues to meet quarterly to preside over and decide on important D&I matters. As part our commitment to continuous improvement, in January 2021, the Committee agreed to enhancements to its Governance framework and expanded to endorse three new members. The Committee is now made up of a total of 12 active Senior Leadership members.
				7.2.3	**Women in Gaming and Hospitality Australasia** An initiative co-founded by The Star to support the development and success of women in the industry.	**Established - Continue and Improve**	The Star continues to be a founding partner of Women in Gaming and Hospitality Australasia (WGHA). WGHA is focused on ensuring gender equity and inclusivity across gaming, gaming-related and hospitality industries. Established in 2017, it's mission is to promote positive outcomes for women. WGHA will advocate for gender equity across industry events and highlight inequality where we see it. WGHA challenges organisations to create opportunities for women and they encourage individuals to reach their full potential by supporting their development with education, exposure and networking opportunities. The Star influences WGHA at the highest strategic level by having two Board seats (out of 6 positions) and actively promotes women and male champions by supporting Gender issues at events, providing industry insights, awareness campaigns and development opportunities WGHA provides.

UNSDG	STRATEGY PILLAR	OBJECTIVE	GOAL	TASK NO.	TASKS AND INITIATIVES	STATUS	FY2021 PROGRESS
	Talented Team	**7. Fair and Attractive Employer**	**7.3 Health and safety** Maintain and improve our safety culture and eliminate work-related injuries, illnesses, unsafe work practices and promote the health, safety and welfare of our team members.	7.3.1	**Safety Management System (SMS) 2.0** Launched in 2019, the reviewed and updated SMS makes safety part of everyday business as usual operations. A focus on worker involvement in the development of compliance activities moves us closer to eliminating unsafe work practices and improving the health, safety and welfare of our team members.	**Established - Continue and Improve**	Our SMS continues to be enhanced. Individual training modules have been produced for each of the Procedures that form the platform of our Safety Management System. This means that training can be accessed at any time and there is no delay when new team members come on board. Language barriers have been addressed by the training being visual and simple.
				7.3.2	**Mental Wellbeing Program** All people managers will receive Mental Health Awareness training focussed on identifying, referring and supporting team members with mental health issues as well as how to maintain and improve mental wellbeing. All team members will have free access to wellness coaching sessions through our EAP provider.	**Established - Continue and Improve**	A mental health and wellness online platform will soon be available to all team members. It is evidence based and includes a mental health awareness training course that any team member can complete. It also includes a clinically validated mental health index which provides a link to our existing EAP provider so that anyone with concerning results can be linked immediately to professional help.
		8. Developed Team	**8.1 Team member development** Enhance team member development, including careers and leadership	8.1.1	**The Star Academy** Launched in March 2018 as a one-stop shop for career development opportunities across The Star's properties. The Star Academy is comprised of three sections: - The Foundations Centre to assist employees, including Welcome Day, Star Quality, Compliance Training and career development; - The Skills Centre, including Culinary Institute and Dealer School, provides technical skills to our employees including table games, chefs, food and beverage etc; - The Leadership Centre builds the capabilities of our leaders and is focused on our Leadership Competencies.	**Established - Continue and Improve**	The Star Academy continues to provide dedicated training for our team members. In the past two years, to better support our team members and their ways of working, additional platforms have been built online to reach more team members for training, education and learning opportunities. In 2020 The Star Academy moved to a more sophisticated framework to include a hybrid offerings though: - Virtual instructor lead training programs - Self-passed e-learning - Formal interventions and development programs
				8.1.2	**Partnerships with education institutions and industry** The Star is growing its associations with education and training providers in key areas including hospitality and tourism to deliver business management and leadership training, internships and graduate programs.	**Established - Continue and Improve**	The Star values the relationships with schools and tertiary education partners to provide career pathways. Our 'Graduate Program', established in 2018 has supported 19 tertiary-educated graduates across our business in technical, hospitality and corporate streams achieving an 80% completion rate, and 100% employability and retention rate. Our apprentices are trained in-house, and in partnership with vocational institutions including TAFE New South Wales and TAFE Queensland. Our external partnerships and relationships have enabled The Star to continue to attract a high calibre of Graduate candidates and to ensure the success of the Graduate program which is now in its fourth cohort.
				8.1.3	**The Star Culinary Institute** Focused on attracting and upskilling/training skilled chefs to resource our properties. The Institute targets the creation of career pathways and annual growth in the number of chefs trained, employed and retained.	**Established - Continue and Improve**	As one of Australia's largest apprenticeship employers for the hospitality culinary sector, we continue to enhance our program focussing on offering permanent employment to graduating apprentices each year. We continue to offer apprenticeships in cookery, pastry/bakery and school-based apprenticeships.
				8.1.4	**Leadership Competencies** Launched in 2017, it sets out expectations for our leaders to think and act like business owners.	**Established - Continue and Improve**	In 2021, The Leadership Centre began a realignment to be better positioned to co-design and deliver consistent and formalised leadership programs. The development programs currently under way include: • People and Performance team leaders' onboarding program • Emerging and future leaders' program for identified talent • Talent education program for leaders to conduct performance and talent conversations.
				8.1.5	**Team Member Sustainability Education** We inform and support our team members to help them understand their sustainability impacts at work and better engage our guests on sustainability issues and initiatives.	**Established - Continue and Improve**	Our team member engagement programs including 'What's your Sustainability pledge' active in 2020 and Sustainability Committees at each of our properties. We reach out directly to team members using Facebook, newsletters, video messages and signage and leadership videos.

UNSDG	STRATEGY PILLAR	OBJECTIVE	GOAL	TASK NO.	TASKS AND INITIATIVES	STATUS	FY2021 PROGRESS
	Talented Team	**8. Developed Team**	**8.2 Team member engagement** **Achieve high levels of team member engagement**	8.2.1	**Reward and Recognition Programs** Designed to recognised outstanding achievement in line with The Star's pillars and to incentivise team members.	**Established - Continue and Improve**	Our team members continued to be recognised and rewarding through our Star Awards programs and celebrations. In 2021, we proudly recognised over 1,250 team members for long term tenure and supported employees achieving recognition in their fields of expertise and within their industries.
				8.2.2	**Targeted Engagement Programs** Continue to engage our employees thorough engagement surveys, measure and respond to feedback.	**Established - Continue and Improve**	We have actively undertaken annual employee engagement surveying since 2013. In 2020 a 'Continuous Listening' model was introduced that increased the number of surveys to achieve more real-time insights. Our 'continuous listening' survey 'Your Voice' gives Leaders and the People and Performance team the ability to improve team member experiences, engagement and to support productivity.
				8.2.3	**Star Quality and Guest Service Excellence Training Programs** Continue Star Quality training to encourage our team members to bring their best selves to work and to live The Star values: Live It, Bring It, Own It, Deliver It. Promote our values to deliver continuous best practice service and guest experience.	**Established - Continue and Improve**	Programs are continuing into 2022 promoting our values and guest excellence. The delivery model for The Star's guest service programs, 'Star Quality' and 'Sovereign Guest Experience' continues to be facilitated by business leaders to provide leadership and training opportunities. To resource the growth in this area, The Star Academy has trained 16 new facilitators. At the launch of the Sovereign Guest Experience program The Star Academy trained 1,200 team member during the first three months of activation. In 2020/21 The Star Academy trained 1,641 team members in its Star Quality training.
				8.2.4	**Team Member Sustainability Programs** Engage our team members, connect to their values and support them to continue to deliver sustainability benefits through education.	**Established - Continue and Improve**	Our team members are engaged in sustainability communications through our internal communications strategy, which includes education forums, newsletters, presentations, team member induction and through our Leaders as part of our Townhalls. We celebrate a number of sustainability awareness days including Earth Hour, World Environment Day and National Recycling week.

THE STAR
ENTERTAINMENT GROUP

SECTION 17

ASSURANCE STATEMENT

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

THE GLOBAL GOALS
For Sustainable Development

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 2021. 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 2021.

Topic	Performance metrics	Value
Environment	Total Scope 1 greenhouse gas emissions (tCO_2-e)	8,953
	Total Scope 2 greenhouse gas emissions (tCO_2-e)	89,466
	Total energy consumption (Gigajoules)	571,370
	Recycling rate (%)	34%
	Water consumption (KL)	608,530
Workforce diversity	Female representation across: - Employees (%) - Leadership positions (%)	 44% 37%
	Gender pay gap (%)	7.3%
Employee safety	Total recordable injury frequency rate (#)	10.7

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 October 2020
- Definitions as per the GRI Standards
- Company-specific definitions that are publicly disclosed.

Key responsibilities

EY's responsibilities and independence

Our responsibility is to express a limited assurance conclusion on selected disclosures included in the Report based on the evidence we obtained. We were also responsible for maintaining our independence and confirm that we have met the requirements of the *APES 110 Code of Ethics for Professional Accountants* including independence 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.

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Building a better working world

Our approach to conducting the review

We conduced 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 24 February 2021.

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.

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.

Adam Carrel
Partner
14 September 2021

Ernst & Young
Sydney, Australia

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THE STAR
ENTERTAINMENT
GROUP

SECTION 18

GRI INDEX

Global Reporting Initiative Content Index FY2021

The Star Entertainment Group ('The Star') has prepared its reporting 'in accordance' with the Global Reporting Initiative (GRI) Standards (Core option). This index provides a guide on where information can be found throughout The Star's reporting suite as it relates to the GRI reporting requirements. In line with the Group's commitment to expanding sustainability disclosures annually, this report has also included additional disclosures to progress the reporting level to 'Comprehensive'.

General Standard Disclosures	Related Content/Reason for Omission
102-1 Name of the organisation	The Star Entertainment Group
102-2 Activities, brands, products, and services	About Us; Annual Report FY21 Directors' Report, page 37
102-3 Location of headquarters	Contact Us
102-4 Location of operations	Our Locations
102-5 Ownership and legal form	Ownership
102-6 Markets served	About The Star; Properties; Financial Results; Investor Centre
102-7 Scale of the organisation	In FY21 there were around 8,000 employees at The Star. For total number of operations, net revenue, total capitalisation and a breakdown of services provided. Refer to Annual Report FY21 Directors' Report, pages 36-38
102-8 Information on employees and other workers	In FY21 there were around 8,000 employees at The Star. Permanent and fixed term full-time employees make up 52.61% of the workforce, respectively. The majority of the work performed at The Star is undertaken by employees, with 44% of employees being female. Our Workplace Gender Equality Report provides details of gender split across the organisation as well as policies and practices in place to ensure gender equality. In our 2021 WGEA report 49% all manager promotions were awarded to women and 20% of all non-manager promotions were awarded to women, Refer to public report The Star Entertainment Group Workplace Gender Equality Agency Report
102-9 Supply chain	Supplier Risk Assessment; Sustainability Report FY21 page 29-30; Human Trafficking and Modern Slavery Statement; Supplier policies and procedures
102-10 Significant changes to the organisation and its supply chain	In 2016, The Star rebranded information available at the "Investor Centre" section of our website Annual Report FY21 Directors' Report, pages 16-19
102-11 Precautionary Principle or approach	Sustainability Report FY21 page 16; Environmental Management Policy; Climate Change Risk Assessment
102-12 External initiatives	Sustainability; Sustainability Report FY21 Community Partnerships page 58; Community and Partnerships
102-13 Membership of associations	
102-14 Statement from senior decision-maker	Annual Report FY21 CEO's Message, pages 8
102-15 Key impacts, risks, and opportunities	Annual Report FY21 Directors' Report, pages 42-43
102-16 Values, principles, standards and norms of behaviour	Sustainability; Diversity and Inclusion; Code of Conduct
102-17 Mechanisms for advice and concerns about ethics	Corporate Governance Statement
102-18 Governance structure	Corporate Governance Statement, Corporate Governance
102-19 Delegated authority	Corporate Governance Statement
102-20 Executive-level responsibility for economic, environmental and social topics	Annual Report FY21 Directors' report, pages 42-44; Sustainability Report FY21 CEO Message, Executive Sponsor Message
102-21 Consulting stakeholders on economic, environmental and social topics	Sustainability Report FY21 pages 17-18; Annual Report FY21 Page 27
102-22 Composition of the highest governance body and its committees	Annual Report FY21 Directors' Report, pages; 48-49; Meet the Board Sustainability Report FY21 Corporate Governance page 13
102-23 Chair of the highest governance body	
102-24 Nominating and selecting the highest governance body	Corporate Governance Statement
102-25 Conflicts of interest	Code of Conduct; Corporate Governance Statement page 9, Conflict of Interest Policy, page 11; Risk and Compliance Committee Terms of Reference page 5 Reporting to the Board
102-26 Role of the highest governance body in setting purpose, values, and strategy	Annual Report FY21 Directors' Report, page 37
102-27 Collective knowledge of highest governance body	Annual Report FY21 Directors' Report, pages 46-49
102-28 Evaluating the highest governance body's performance	Corporate Governance Statement; ; People Culture Social Responsibility Committee Terms of Reference Role of the Committee page 1, Key Responsibilities pages 2-3
102-29 Identifying and managing economic, environmental and social impacts	Annual Report FY21 Director's Report page 44; Sustainability Report FY21 pages 17-20 Materiality Assessment ; People Culture Social Responsibility Committee Terms of Reference Role of the Committee page 1, Key Responsibilities pages 2-3
102-30 Effectiveness of risk management processes	Annual Report FY21 Directors' Report, pages 42-43 and 47-48
102-31 Review of economic, environmental and social topics	Sustainability Report FY21 pages 17-20; Annual Report FY21 Directors' Report 44; Sustainability Materiality Assessment
102-32 Highest governance body's role in sustainability reporting	Annual Report FY21 Directors' Report, pages; 48-49 The Star's Sustainability Report is approved by the Board of Directors; Sustainability Report FY21 Executive Sponsor's Message
102-33 Communicating critical concerns	Annual Report FY21 Directors' Report pages 38-41, Strategic Risks pages 42-43; Board Terms of Reference page 2 Key Responsibilities Risk and Compliance Committee Terms of Reference page 2 Key Responsibilities
102-34 Nature and total number of critical concerns	
102-35 Remuneration policies	Annual Report FY21 Remuneration Report, pages 56-71
102-36 Process for determining remuneration	
102-37 Stakeholders' involvement in remuneration	Annual Report FY21Remuneration Report, page 55
102-40 List of stakeholder groups	Sustainability Report FY21 page 14
102-41 Collective bargaining agreements	Employees of The Star are covered by both Award (e.g. the Hospitality Industry (General) Award 2010) and non-Award arrangements. The majority of employees are covered by one of the Enterprise Bargaining Agreements (EBAs) that The Star has in place with a smaller proportion covered by Award or other arrangements. The Star continues to support employees' rights to collective bargaining.
102-42 Identifying and selecting stakeholders	Sustainability Report FY21 page 14; The company's Corporate Affairs representatives in each jurisdiction work to maintain a relationship with local, state and industry specific stakeholders at their location.
102-43 Approach to stakeholder engagement	Annual Report FY21Directors' Report, page 37 Sustainability Report FY21 page 14; Investor Calendar and AGM
102-44 Key topics and concerns raised	Annual Report FY21 Sustainability Strategy, page 20
102-45 Entities included in the consolidated financial statements	Annual Report FY21 Notes to the Financial Statements, page 78

General Standard Disclosures	Related Content/Reason for Omission
102-46 Defining report content and topic Boundaries	Sustainability Materiality Assessment Sustainability Report FY21
102-47 List of material topics	Sustainability; Annual Report FY21 page 21
102-48 Restatement of information	FY21 Full Financial Results and Statements
102-49 Changes in reporting	Sustainability Report FY21 About this Report page 8
102-50 Reporting period	
102-51 Date of most recent report	
102-52 Reporting cycle	
102-53 Contact point for questions regarding the report	Annual Report FY21 Shareholder Information and Company Directory, pages 139-140 Sustainability Report FY21
102-54 Claims of reporting in accordance with the GRI Standards	Reporting and Assurance Sustainability Report FY21
102-55 GRI content index	
102-56 External assurance	Sustainability Report FY21 page 93-94; Reporting and Assurance

SERIES 200 – ECONOMIC		
Topic-specific Standards	**Topic-specific Disclosures**	**Related Content/Reason for Omission**
ECONOMIC PERFORMANCE		
103 Management Approach	103-1 Explanation of the material topic and its Boundary	Materiality Assessment
	103-2 The management approach and its components	Annual Report FY21 pages 14-15, Financial Report pages, 74-77
	103-3 Evaluation of the management approach	
201 Economic Performance	201-1 Direct economic value generated and distributed	Annual Report FY21 Financial Report, pages 74-77
	201-2 Financial implications and other risks and opportunities due to climate change	Climate Change Risk Assessment; Annual Report FY21 Directors' Report, page 44; Climate-Related Disclosures Report 2021
	201-3 Defined benefit plan obligations and other retirement plans	The Star does not offer defined benefit plans
INDIRECT ECONOMIC IMPACTS		
103 Management Approach	103-1 Explanation of the material topic and its Boundary	Materiality Assessment
	103-2 The management approach and its components	Annual Report FY21 Directors Report pages 38-41
	103-3 Evaluation of the management approach	
203 Indirect Economic Impacts	203-1 Infrastructure investments and services supported	Annual Report FY21 Key Projects, pages 16-19
	203-2 Significant indirect economic impacts	
PROCUREMENT PRACTICES		
103 Management Approach	103-1 Explanation of the material topic and its Boundary	Sustainability Report FY21 pages 29-30; Materiality Assessment
	103-2 The management approach and its components	Sustainability Report FY21 page 32; Supplier Code of Conduct page 5; Human Trafficking and Modern Slavery Statement; Supplier policies and procedures
	103-3 Evaluation of the management approach	Sustainability Report FY21 page 32 Supplier Risk Assessment
204 Procurement Practices	204-1 Proportion of spending on local suppliers	Sustainability Report FY21 page 9, Supplier's page 29-30, Community Partnerships page 58; Annual Report FY21 pages 30 and 31
ANTI-CORRUPTION		
103 Management Approach	103-1 Explanation of the material topic and its Boundary	Materiality Assessment
	103-2 The management approach and its components	Code of Conduct
	103-3 Evaluation of the management approach	Compliance Policy and Framework Foreword page 3; Anti-Bribery and Corruption Policy page 5
205 Anti-Corruption	205-1 Operations assessed for risks related to corruption	Anti-Bribery and Corruption Policy The Star has a strong stance against corruption within the organisation supported by a clear standalone Anti-Bribery and Corruption Policy. Policies such as the Code of Conduct, Securities Trading Policy, Whistleblowing Policy and the Disclosure and Investor Communications Policy outline our approach for actively managing risks related to corruption. The Star performs periodic internal audits, reviews, and monitoring of relevant internal controls which seek to minimise the chance of corruption occurring in the organisation. These risk assessment activities cover 100% of The Star's operations, which are performed on a rotation-basis. Significant risks identified by The Star include money laundering and the dealing in proceeds of crime. The Company has an Ethics Panel comprising executives and the Group's independent whistle-blower service provider to administer the Group's conduct policies. The Group has an internal Investigations function that reports directly to the Chief Legal and Risk Officer. All employees must conduct training as part of their induction and mandatory compliance refresher training on 'Doing the Right Thing' which is in addition to specific AML training.
	205-2 Communication and training about anti-corruption policies and procedures	All members of the Board receive annual refreshers on all core policies relating to conduct at The Star including the Code of Conduct and The Star's Anti-Bribery and Corruption policy. All new employees receive a copy of the Code of Conduct upon commencing employment and have mandatory training requirements which includes the Anti-Bribery and Corruption Policy. The Internal Communication's Team also references Group policies and procedures in communications materials issued throughout the year in line with their schedule. The Star has developed a formalised risk assessment which is issued to suppliers to provide an overview of all ESG risks associated with that supplier. Suppliers are required to provide evidence of measures they have implemented into their own business to allow The Star to review all necessary information and perform a high level assessment of that supplier.
	205-3 Confirmed incidents of corruption and actions taken	No identified incidents of corruption within the past reporting period.
ANTI-COMPETITIVE BEHAVIOUR		
103 Management Approach	103-1 Explanation of the material topic and its Boundary	Materiality Assessment
	103-2 The management approach and its components	The company has in place an incident reporting system to record and report non-compliances with regulatory requirements, licence conditions, internal policies, procedures or codes. Breaches are assessed for materiality using criteria which includes whether there have been similar breaches, whether the
	103-3 Evaluation of the management approach	

SERIES 200 – ECONOMIC		
Topic-specific Standards	**Topic-specific Disclosures**	**Related Content/Reason for Omission**
		breach may have an adverse effect on our ability to operate, if the breach indicates our compliance arrangements are inadequate or if there is an actual or potential financial loss to our customers or to any other person as a result of the breach. This information can be used for correcting or disciplining employees (e.g. training, informal warning, termination or referral to police), rectifying the breach and reporting. Breaches are reported to the company's regulators as required by law. Non-material breaches may also be notified to relevant regulators. Breaches are also included in compliance reports made to the Board's Risk and Compliance Committee.
206 Anti-Competitive Behaviour	206-1 Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	No material breaches within the past reporting period.

SERIES 300 - ENVIRONMENT		
Topic-specific Standards	**Topic-specific Disclosures**	**Related Content/Reason for Omission**
ENERGY		
103 Management Approach	103-1 Explanation of the material topic and its Boundary	Sustainability Report FY21 pages 17-20 and 47-48; Materiality Assessment
	103-2 The management approach and its components	Sustainability Report FY21 CEO Message and Executive Sponsor's message pages 4 and 5, Strategy page 16, Materiality pages 17-20, Energy pages 47-48 Sustainable Design and Operational Standards
	103-3 Evaluation of the management approach	Sustainability Report FY21 page 16 and pages 47-48; page 94; Reporting and Assurance
302 Energy	302-1 Energy consumption within the organisation	Sustainability Report FY21 pages 47-48; Sustainability All consumption of energy associated with The Star's services are delivered on the premises. Reductions in energy requirements of services delivered on-site are measured on an absolute and intensity basis against a baseline year of FY13.
	302-3 Energy intensity	
	302-4 Reduction of energy consumption	
	302-5 Reductions in energy requirements of products and services	
WATER		
103 Management Approach	103-1 Explanation of the material topic and its Boundary	Sustainability Report FY21 CEO Message and Executive Sponsor's message pages 4- 5, Strategy page 16, Materiality pages 17-20 Water pages 48-49; Materiality Assessment
	103-2 The management approach and its components	Sustainability Report FY21 Water pages 48-49; Sustainable Design and Operational Standards
	103-3 Evaluation of the management approach	Sustainability Report FY21Water pages 48-49; Reporting and Assurance
303 Water	303-1 Water withdrawal by source	Sustainability Report FY21Water pages 48-49; Reporting and Assurance
BIODIVERSITY		
103 Management Approach	103-1 Explanation of the material topic and its Boundary	Materiality Assessment
	103-2 The management approach and its components	Sustainable Design and Operational Standards
	103-3 Evaluation of the management approach	
304 Biodiversity	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	All of The Star's facilities are located in urban areas, and redevelopment occurs within brownfield development sites. The Star complies with all applicable state and federal legislation in Australia and conducts environmental impact assessments to determine potential areas of high biodiversity value. No known protected areas of high biodiversity value are adjacent to The Star's facilities.
	304-2 Significant impacts of activities, products, and services on biodiversity	
	304-3 Habitats protected or restored	
EMISSIONS		
103 Management Approach	103-1 Explanation of the material topic and its Boundary	Sustainability Report FY21 CEO Message and Executive Sponsor's message pages 4-5, Strategy page 16, Materiality pages 17-20, Carbon Emissions pages 32 – 33 and 45-48Sustainable Design and Operational Standards
	103-2 The management approach and its components	Sustainability Report FY21 CEO Message and Executive Sponsor's message page 4-5, Strategy page 16, Materiality pages 17-20, Carbon Emissions pages 32-33 and 45-48Sustainable Design and Operational Standards
	103-3 Evaluation of the management approach	
305 Emissions	305-1 Direct (Scope 1) GHG emissions	Sustainability Report FY21 pages 32-33 and 48; Sustainability; Assurance Statements
	305-2 Energy indirect (Scope 2) GHG emissions	
	305-3 Other indirect (Scope 3) GHG emissions	Scope 3 Emissions Reporting; Sustainability Report FY21 page 38
	305-4 GHG emissions intensity	Sustainability Report FY21 pages 31-37 and 45-48
	305-5 Reduction of GHG emissions	
EFFLUENTS AND WASTE		
103 Management Approach	103-1 Explanation of the material topic and its Boundary	Sustainable Design and Operational Standards; Materiality Assessment
	103-2 The management approach and its components	Sustainability Report FY21 pages 48 and 50-54;Sustainability
	103-3 Evaluation of the management approach	
306 Effluents and Waste	306-2 Waste by type and disposal method	Recycling rates are published annually against the base year of FY13. Sustainability Report FY21 pages 48 and 50-54;Sustainability
	306-3 Significant spills	No significant spills occurred during the reporting period.
	306-4 Transport of hazardous waste	Hazardous waste is tracked and includes items such as clinical waste and e-waste. All hazardous waste is disposed of in line with the regulatory requirements in each State. The total amount of hazardous waste for The Star is considered highly immaterial to the group and is not reported publicly.
	306-5 Water bodies affected by water discharges and/or runoff	All water discharged from The Star's sites is captured and transferred offsite by municipal sewerage treatment. We have no reason to suspect any natural water bodies were affected by site run-off during the reporting period.

SERIES 300 - ENVIRONMENT		
Topic-specific Standards	**Topic-specific Disclosures**	**Related Content/Reason for Omission**
ENVIRONMENTAL COMPLIANCE		
103 Management Approach	103-1 Explanation of the material topic and its Boundary	Materiality Assessment; Sustainability Report FY21 Executive Sponsor message page 5, Environmental Management Policy
	103-2 The management approach and its components	Sustainability Report FY21 Executive Sponsor message page 5, Environmental Management Policy; Annual Report FY21 Director's Report, Environmental regulation and performance, page 44; Sustainability: People Culture Social Responsibility Committee Terms of Reference
	103-3 Evaluation of the management approach	
307 Environmental Compliance	307-1 Non-compliance with environmental laws and regulations	No significant environmental fines or penalties were received by The Star for non-compliance with environmental laws and/or regulations over the past 12 months.
SUPPLIER ENVIRONMENTAL ASSESSMENT		
	308-1 New suppliers that were screened using environmental criteria	Supplier Risk Assessment; Sustainability Report FY21 pages 29-30; Human Trafficking and Modern Slavery Statement
308 Supplier Environmental Assessment	308-2 Negative social impacts in the supply chain and actions taken	Human Trafficking and Modern Slavery Statement; Sustainability Report FY21 pages 29-30

SERIES 400 - SOCIAL		
Topic-specific Standards	**Topic-specific Disclosures**	**Related Content/Reason for Omission**
EMPLOYMENT		
103 Management Approach	103-1 Explanation of the material topic and its Boundary	Sustainability Report FY21 pages 17-20; Annual Report FY21 pages 32 and 33; Materiality Assessment
	103-2 The management approach and its components	Code of Conduct; People Culture Social Responsibility Committee Terms of Reference
	103-3 Evaluation of the management approach	
401 Employment	401-1 New employee hires and employee turnover	In FY21, new employee hires totalled 2,119 to which 45% were female. The Star's total employee turnover rate was 32.2% in FY21, an increase from FY20 which was impacted by COVID-19. There are no substantive differences in this rate by gender, age or region and for this reason these breach downs are not publicly reported.
OCCUPATIONAL HEALTH AND SAFETY		
103 Management Approach	103-1 Explanation of the material topic and its Boundary	Materiality Assessment Sustainability Report FY21 pages 17-20, 40 and 42; Annual Report FY21 pages 24 and 25 and Director's Report page 43
	103-2 The management approach and its components	
	103-3 Evaluation of the management approach	
403 Occupational Health and Safety	403-1 Workers representation in formal joint management-worker health and safety committees	
	403-2 Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	The majority of The Star's activities are within Australia with the exception of less than 1% of staff based abroad. The Total Recordable Injury Frequency Rate (TRIFR) is reported within the Annual Report FY21 page 25 Annual Report FY21 There are no substantive differences in this rate by gender or region, and for this reason these break-downs are not publicly reported. The Star measures and tracks a number of HR metrics, including leave, liability, retention, Total Recordable Injury Frequency Rate (TRIFR), engagement and absenteeism. These measures are a mix of lead and lag indicators that provide ongoing feedback on a variety of elements of The Star's business. Rather than having one universal measure, The Star's HR uses these multiple measures to provide a more comprehensive picture of our human capital effectiveness. For each of these measures, where applicable, interventions are staged to improve on the result. Each of these interventions are staged to improve effectiveness (in terms of change in measure) against budget. An additional example is the absenteeism project which trained The Star's leaders in a new system and how to have more meaningful 'health check' discussions with returning employees. In FY21 there were no work-related fatalities. Involuntary turnover in FY21 is 7.4%
	403-4 Health and safety topics covered in formal agreements with trade unions	The Star does not collect information about worker memberships to trade unions, and does not have any formal agreements with trade unions other than an Enterprise Bargaining Agreement
TRAINING AND EDUCATION		
103 Management Approach	103-1 Explanation of the material topic and its Boundary	Materiality Assessment; Sustainability Report FY21 pages 17-20 and pages 59-64; Annual Report FY21 pages 32 and 33
	103-2 The management approach and its components	
	103-3 Evaluation of the management approach	
404 Training and Education	404-1 Average hours of training per year per employee	In FY21 The Star held 264 training and development sessions which equates to 863 hours, 3.92 hours of training per attendee. Formal training programs were attended by 40% of the workforce which equates to 3386 attendees. There are no substantive differences in this rate by region, and for this reason these break-downs are not publicly reported. The programs in place include induction programs to prepare people to work at The Star, compliance training to ensure regulatory compliance, technical training to improve skills required for their work, and leadership programs to develop leaders.
	404-2 Programs for upgrading employee skills and transition assistance programs	Sustainability Report FY21 pages 60-64; Annual Report FY21 pages 32 and 33
DIVERSITY AND EQUAL OPPORTUNITY		
103 Management Approach	103-1 Explanation of the material topic and its Boundary	Materiality Assessment; Sustainability Report FY21 pages 17-20 and 65-74; Diversity and Inclusion
	103-2 The management approach and its components	
	103-3 Evaluation of the management approach	
405 Diversity and Equal Opportunity	405-1 Diversity of governance bodies and employees	Corporate Governance Statement pages 4 to 5; The Star Entertainment Group Workplace Gender Equality Agency Report

SERIES 400 - SOCIAL		
Topic-specific Standards	**Topic-specific Disclosures**	**Related Content/Reason for Omission**
NON-DISCRIMINATION		
103 Management Approach	103-1 Explanation of the material topic and its Boundary	Materiality Assessment; Annual Report FY21 page 29; Human Trafficking and Modern Slavery Statement
	103-2 The management approach and its components	Code of Conduct pages 4-5 Assurance Statements
	103-3 Evaluation of the management approach	
406 Non-discrimination	406-1 Incidents of discrimination and corrective actions taken	There were no substantiated incidents of discrimination in 2021, and therefore no corrective actions required.
CHILD LABOUR		
103 Management Approach	103-1 Explanation of the material topic and its Boundary	Human Trafficking and Modern Slavery Statement; Materiality Assessment; Sustainability Report FY21 pages 29-30; Supplier policies and procedures
	103-2 The management approach and its components	Human Trafficking and Modern Slavery Statement Annual Report FY21 page 29 Sustainability Report FY21page 29-30 Supplier Code of Conduct page 5
	103-3 Evaluation of the management approach	Supplier Risk Assessment ; Sustainability Report FY21 page 32; Human Trafficking and Modern Slavery Statement
408 Child Labour	408-1 Operations and suppliers at significant risk for incidents of child labour	Suppliers are screened in accordance with The Star's Sustainable Supply Chain Human Trafficking and Modern Slavery Statement; Sustainability Report FY21 pages 29-30
FORCED OR COMPULSORY LABOUR		
103 Management Approach	103-1 Explanation of the material topic and its Boundary	Sustainability Report FY21 17-20 and 29-30; Human Trafficking and Modern Slavery Statement; Materiality Assessment; Supplier policies and procedures
	103-2 The management approach and its components	Sustainability Report FY21 pages 29-30;Human Trafficking and Modern Slavery Statement; Supplier Code of Conduct page 5
	103-3 Evaluation of the management approach	Supplier Risk Assessment Suppliers are screened in accordance with The Star's Sustainable Supply Chain Plan Sustainability Report FY21 page 32; Human Trafficking and Modern Slavery Statement; Supplier policies and procedures
409 Forced or compulsory labour	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	
SECURITY PRACTICES		
103 Management Approach	103-1 Explanation of the material topic and its Boundary	Materiality Assessment; Annual Report FY21 Director's Report page 43 and page 26 Sustainability Report FY21 pages 29-30
	103-2 The management approach and its components	
	103-3 Evaluation of the management approach	
410 Security Practices	410-1 Security personnel trained in human rights policies and procedures	All security personnel are trained in The Star's Code of Conduct which covers elements associated with human rights, such as diversity, ethical conduct and discrimination.
HUMAN RIGHTS ASSESSMENT		
103 Management Approach	103-1 Explanation of the material topic and its Boundary	Sustainability Report FY21 pages 29-30; Human Trafficking and Modern Slavery Statement; Materiality Assessment
	103-2 The management approach and its components	Sustainability Report FY21 pages 29-30; Human Trafficking and Modern Slavery Statement; Materiality Assessment; Supplier Code of Conduct page 5
	103-3 Evaluation of the management approach	
412 Human Rights Assessment	412-1 Operations that have been subject to human rights reviews or impact assessments	Sustainability Report FY21 pages 29-30; Supplier Code of Conduct; Human Trafficking and Modern Slavery Statement; Supplier Risk Assessment
	412-2 Employee training on human rights policies or procedures	
	412-3 Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	Sustainability Report FY21 pages 29-30; Human Trafficking and Modern Slavery Statement; In FY21, 2591 team members have completed a training course in Modern Slavery risks.
LOCAL COMMUNITIES		
103 Management Approach	103-1 Explanation of the material topic and its Boundary	Sustainability Report FY21 pages 17-20 and 58; Materiality Assessment; Annual Report FY21 pages 30 and 31
	103-2 The management approach and its components	
	103-3 Evaluation of the management approach	
413 Local Communities	413-1 Operations with local community engagement, impact assessments, and development programs	
	413-2 Operations with significant actual and potential negative impacts on local communities	
SUPPLIER SOCIAL ASSESSMENT		
103 Management Approach	103-1 Explanation of the material topic and its Boundary	Sustainability Report FY21 pages 29-30 Human Trafficking and Modern Slavery Statement; Materiality Assessment
	103-2 The management approach and its components	Sustainability Report FY21page 29-30; Supplier Code of Conduct page 5
	103-3 Evaluation of the management approach	Sustainability Report FY21 page 29-30; Human Trafficking and Modern Slavery Statement; Supplier Code of Conduct page 5; Supplier Risk Assessment; Assurance Statements
414 Supplier Social Assessment	414-1 New suppliers that were screened using social criteria	
	414-2 Negative social impacts in the supply chain and actions taken	Sustainability Report FY21 29-30; Human Trafficking and Modern Slavery Statement;
PUBLIC POLICY		
103 Management Approach	103-1 Explanation of the material topic and its Boundary	Materiality Assessment
	103-2 The management approach and its components	People Culture Social Responsibility Committee Terms of Reference
	103-3 Evaluation of the management approach	
415 Public Policy	415-1 Political contributions	Australia Electoral Commission website; Supporting disclosure signed by the Group Chief Financial Officer for FY20. FY21 figures will be included on the Australia Electoral Commission website once released.
CUSTOMER HEALTH AND SAFETY		
103 Management Approach	103-1 Explanation of the material topic and its Boundary	Annual Report FY21 pages 26 and 27 Materiality Assessment Sustainability Report FY21 pages 17-18, 22 – 29 and 78-81
	103-2 The management approach and its components	
	103-3 Evaluation of the management approach	
416 Customer Health and Safety	416-1 Assessment of the health and safety impacts of product and service categories	All of The Star's operations are assessed for risks to customer health and safety
MARKETING AND LABELLING		
103 Management Approach	103-1 Explanation of the material topic and its Boundary	Sustainability Report FY21 page 24 and page 61; Materiality Assessment
	103-2 The management approach and its components	
	103-3 Evaluation of the management approach	

SERIES 400 - SOCIAL		
Topic-specific Standards	**Topic-specific Disclosures**	**Related Content/Reason for Omission**
417 Marketing and Labelling	417-1 Requirements for product and service information and labelling	No material non-compliances within the past reporting period
	417 – 2 Incidents of non-compliance concerning product and service information and labelling	
	417-3 Incidents of non-compliance concerning marketing communications	No material non-compliances within the past reporting period
CUSTOMER PRIVACY		
103 Management Approach	103-1 Explanation of the material topic and its Boundary	Sustainability Report FY21 pages 17-20, 29 and 85; Annual Report FY21 Directors' Report, page 43; Privacy Policy Materiality Assessment; Privacy Information Request Form
	103-2 The management approach and its components	
	103-3 Evaluation of the management approach	
418 Customer Privacy	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	There were no breaches of our Privacy Policy reportable to the regulator in 2021 and consequently no formal warnings or terminations.
SOCIOECONOMIC COMPLIANCE		
103 Management Approach	103-1 Explanation of the material topic and its Boundary	Annual Report FY21 page 34, Remuneration Report pages 57 and 58; Materiality Assessment; Assurance Statements Sustainability Report FY21 pages 8, 18, 29-30, 69 and 70-74
	103-2 The management approach and its components	
	103-3 Evaluation of the management approach	
419 Socioeconomic Compliance	419-1 Non-compliance with laws and regulations with the social and economic areas	Annual Report FY21 Remuneration Report, page 70. There have been no known significant instances of non-compliance with laws and regulations with the social and economic areas.

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ENTERTAINMENT
GROUP

SECTION 19

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