

**RESPONSIBLE BUSINESS
SUSTAINABLE DESTINATIONS**

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ACKNOWLEDGEMENT OF COUNTRY

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

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

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

“Jalaman Making Honey” is a collaborative artwork created by Quandamooka artist Delvene Cockatoo Collins and The Star team members (2019)



ABOUT THIS REPORT

The Star Entertainment Group's (**The Star**) Sustainability Report covers the 2023 financial year, except for our gender pay gap and gender diversity data that has been reported for the 12-month period from 1st April 2022 to 31st March 2023 in line with our published Workplace Gender Equality Agency reporting. The Report's scope and boundary covers all properties that we have operational control over in Australia as defined by the National Greenhouse and Energy Reporting Act. The Star reports with reference to the GRI Standards. The GRI Content index can be found on our website at www.starentertainmentgroup.com.au/reporting-assurance

The 2023 Sustainability Report is structured to align with our new Sustainability Strategy – Responsible Business, Sustainable Destinations which addresses our most material Environmental, Social and Governance (**ESG**) issues aligned to the United Nations Sustainable Development Goals.

Key metrics and information have been provided to demonstrate The Star's progress in identifying and managing its most material issues. Additional information can be found in other performance reports on the company website.

ASSURANCE STATEMENT

This Report includes a statement from our assurance providers, EY, on page 62. EY have provided limited assurance in accordance with Australian Standards on Assurance Engagements ASAE 3000 and ASA3410. EY's assurance is provided over selected sustainability performance metrics covering environmental, safety, gender diversity and responsible gambling metrics. EY's Limited Assurance Statement provides detail of their scope and approach. Note also the data presented in this report is supported by a Basis of Preparation which can be found on the corporate website at www.starentertainmentgroup.com.au/reporting-assurance.



MESSAGE FROM THE CEO

The Star acknowledges and accepts the failures of the past as identified in the reviews conducted by Adam Bell SC in NSW and the Honourable Robert Gotterson AO KC in Queensland.

We fully appreciate the responsibilities involved in holding casino licences and are committed to transforming our leadership and culture. Whilst our reform journey has started we know there is still a lot to be done.

The Star's organisational strategy aims to deliver sustainable outcomes for our guests, our team members, the communities in which we exist and our shareholders, by providing entertainment, gaming, and leisure experiences in a safe, responsible and ethical way.

We will do this by embedding our values to lead the organisation with a focus on safer gambling and good business practices.

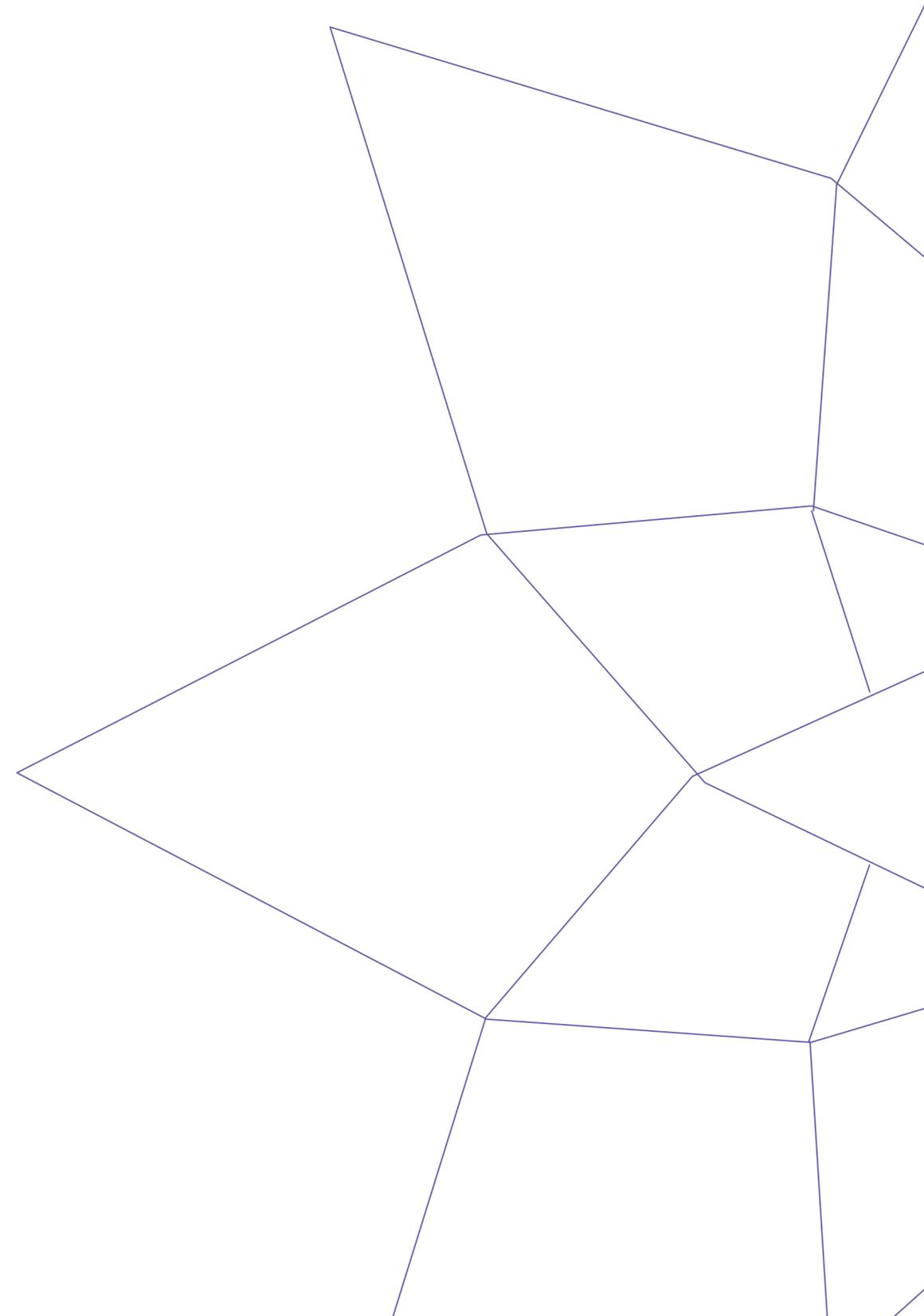
We are united in this commitment and to earn back the trust and confidence of our community including regulators and governments.

Remediation above all is our number one priority. With a renewed and refreshed Board and management, and the dedication of our team members, we have developed and commenced the implementation of significant initiatives to respond to changes in the regulatory environment and address shortcomings identified by the Bell and Gotterson reviews.

Through our Sustainability Strategy "Responsible Business, Sustainable Destinations" we remain committed to contributing to a sustainable world, protecting, and supporting human rights within our operations and supply chain, and creating value for our employees, customers, and the community.

While there have been some challenging times, we have made progress in each of our three strategic pillars: Responsibility, Environment and People.

Robbie Cooke
Group CEO | Managing Director



THE STAR ENTERTAINMENT GROUP

The Star Entertainment Group Ltd is an ASX 200 company and Australia's largest listed casino entity, operating landmark venues in Sydney, Brisbane and the Gold Coast. The Star also manages the Gold Coast Convention and Exhibition Centre on behalf of the Queensland Government.

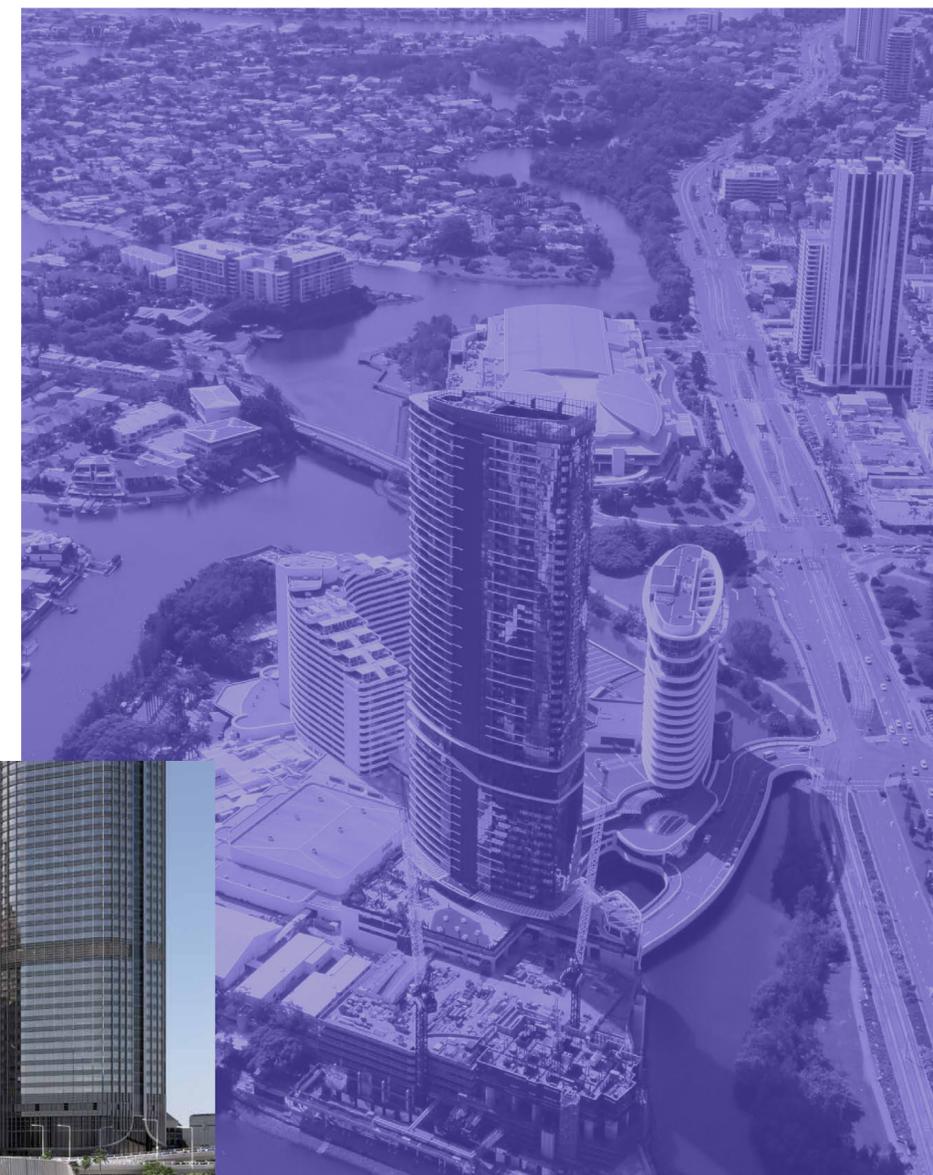
The Star employs around 8,000 people across our operations, in a mix of permanent, part-time and casual roles.

The Star currently operates with its NSW casino licence suspended indefinitely and its Queensland casino licence under deferred suspension. The 90 day suspension on The Star Gold Coast and Treasury Brisbane licences is due to take effect, unless otherwise decided, on 1 December 2023.

The Star buys goods and services from a diverse supplier base across a range of categories including soft services, food and beverage, construction and equipment, IT, corporate and professional services, transport and travel. We expect all our suppliers to operate consistently with our Supplier Code of Conduct, which includes key requirements to act honestly in business and respect human rights, the environment, diversity, and equal opportunity.

We take great pride in our commitment to supporting the communities in which we operate across Sydney and South-East Queensland.

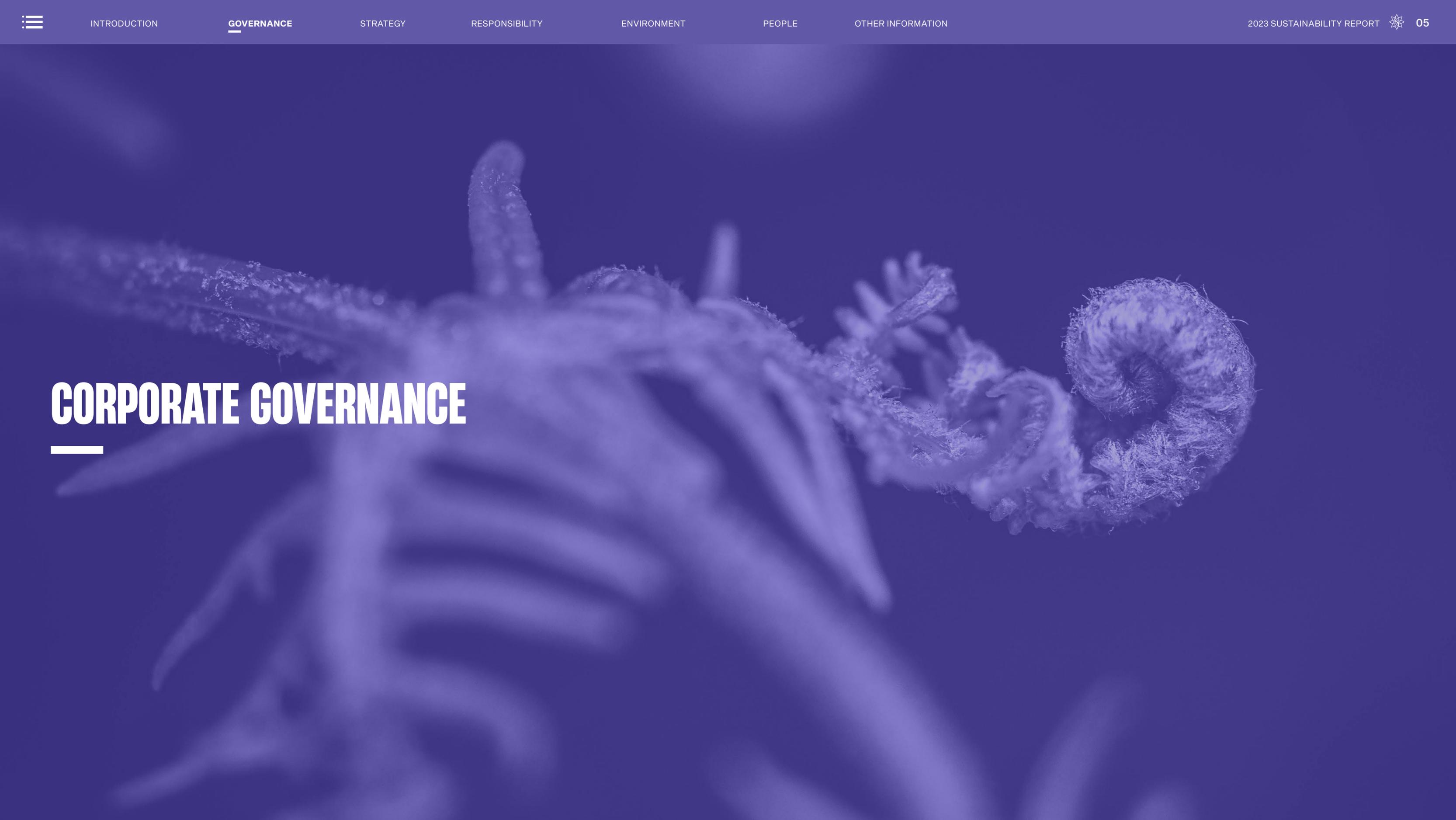
Following the reviews into how we operate as an organisation we are committed to transforming our business at every level and building a safer, stronger, more sustainable future at The Star.



Concept image for illustration purposes only



CORPORATE GOVERNANCE



CORPORATE GOVERNANCE

The Star is committed to contemporary corporate governance practices and is currently undertaking a significant, organisation-wide transformation and renewal program, a core tenet of which is a significant uplift in its corporate governance practices.

The Board acknowledges that corporate governance is fundamental to the effective and compliant operation of the Company, its subsidiaries and controlled entities (collectively referred to as the **Group**). The Group has prioritised corporate governance across its operations, along with embedding effective risk management practices and a risk and compliance culture which supports the Group's suitability to operate casinos.

The Star recognises that robust and fit for purpose corporate governance practices are imperative to enable the Group to regain its suitability to hold casino licenses and for ensuring the long-term sustainability of the Group's businesses, including operating The Star Sydney, The Star Gold Coast Treasury Brisbane and the proposed new The Star Brisbane.

In FY22, The Star commenced a review of its corporate governance practices, and new and contemporary corporate governance practices were developed and implemented during the reporting period. Further holistic review and contemporising of The Star's corporate governance practices continue into FY24 as part of the Company's transformation and renewal program.

The Star's 2023 Corporate Governance Statement outlines the Company's corporate governance practices and policies in place during the 12-month period ended 30 June 2023 and is available in the Corporate Governance section of the Company's website at www.starentertainmentgroup.com.au/corporate-governance.

The Star has adopted the ASX Corporate Governance Council's *Corporate Governance Principles and Recommendations (4th edition)* which was published on 27 February 2019 (**ASX Principles & Recommendations**).

RISK MANAGEMENT

The Star takes a structured approach to identifying, evaluating and managing those current and emerging risks which have the potential to affect achievement of strategic objectives. We have commenced a remediation program to address issues and shortcomings identified in recent reviews and reports.

The Star's risk management framework is based on ISO31000, the international standard on risk management. Details of The Star's major risks and associated mitigation strategies can be found in the Director's Report in the company's 2023 Annual Report at www.starentertainmentgroup.com.au/annual-reports.

Climate change, sustainability and environmental impact are included in The Star's risk register and addressed through a number of mitigation strategies.

The mitigation strategies are designed to reduce the likelihood of the risk occurring and/or to minimise the adverse consequences of the risk should it happen. However, some risks are affected by factors external to, and beyond the control of, The Star.

SUSTAINABILITY HIGHLIGHTS FY23

**CREATING
WORLD-CLASS
DESTINATIONS**

7
HOTELS

60+
BARS &
RESTAURANTS

MULTI \$B
INVESTMENT
PIPELINE

PEOPLE

~8,000
TEAM MEMBERS

~14.3M
VISITORS



ENVIRONMENT

93,580T
CO₂-E CARBON
FROM PURCHASED
GAS AND
ELECTRICITY
(A DECREASE OF 10.8%
OF TOTAL EMISSIONS
FROM BASE YEAR FY13)

745ML
TOTAL
POTABLE WATER
CONSUMPTION
(AN INCREASE OF 8.2%
FROM BASE YEAR FY13)

46%
WASTE DIVERSION

23T
TEXTILES
DIVERTED FROM
LANDFILL

67T
OF FOOD
DONATED
TO DATE

63,500
TREES
PLANTED



SUSTAINABILITY PERFORMANCE TIMELINE

2011

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

2013

- Released first sustainability strategy.
- 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.
- Team member network groups (LGBTQI+, Multicultural, Gender) established.

2015

- Launched the baseline 'Energy and Water Project Pipeline' to target resource reduction.
- Commenced Soap Aid donation program.

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).

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.
- Founding partner of Women in Gaming and Hospitality Australasia.

2018

- 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.
- 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 Scope 1 and Scope 2 emissions for our wholly owned and operated assets by 2030.
- Achieved third-party certified environmental ratings for over 50% of our portfolio.
- Released first Task Force on Climate-related Financial Disclosure report.
- Released first 'Modern Slavery Statement'.

2021

- First 'Green Star' Performance rating for The Star Gold Coast.
- Completion of our carbon emissions reduction pathway towards net-zero Scope 1 and Scope 2 emissions by 2030.
- Recognised as a 'Global Leader In Sustainability' – Industry Community Awards.
- Team member network group for Aboriginal & Torres Strait Islander Peoples established.

2022

- Launched our remediation program to address findings of unsuitability following the Bell Review in NSW and the Gotterson Review in Queensland.
- Recognised as an 'Employer of Choice for Gender Equality' by WGEA.
- Awarded 'Gold Status' Employer for LGBTQ+ inclusion by Australian Workplace Equality Index.
- Achieved our target of 90% coverage of third-party certified environmental ratings across our portfolio.
- Launched our new ESG strategy 'Responsible Business, Sustainable Destinations'.
- Launched new partnerships to support our target of 100% textiles diverted from landfill.
- Commenced our first carbon offsetting project delivered environmental and social benefits on the way to net-zero Scope 1 and Scope 2 emissions by 2030.

2023

- The Star achieves a 27% reduction in carbon emissions intensity by FY23 against a FY13 baseline (targeted 30%).
- Commenced our first native tree planting at our farm and sanctuary 'Corymbia' in line with our reforestation plan, planting 63,500 trees.
- Commenced our second MoU in support of the City of Sydney's Sustainable Destination Partnership.
- New Waste and Recycling Strategy implemented.

2024 AND BEYOND

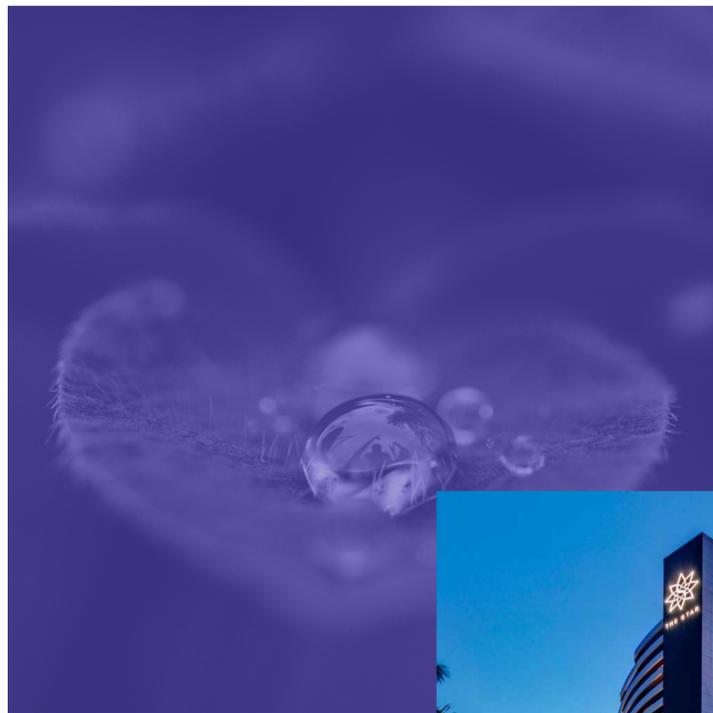
- Continue to deliver on our remediation program, earn back trust of the government, regulators, team members and guests, and return to suitability to hold casino licences in NSW and Queensland.
- Launching our new ESG strategy, Responsible Business, Sustainable Destinations Action Plan.
- Expanding our organics recycling programs to reduce waste creation at source and increase onsite recycling.



OUR SUSTAINABILITY STRATEGY



RESPONSIBLE BUSINESS SUSTAINABLE DESTINATIONS



The Star Entertainment Group is committed to minimising our impact on the environment, operating responsibly to create safe and memorable experiences for guests as well as fostering wellbeing for our team members and the community.

In the 2022 calendar year, we launched our new Sustainability Strategy – Responsible Business, Sustainable Destinations. This replaced the Sustainability Strategy “Our Bright Future” 2016-2021.

Setting our strategy included a review of global peers, best practice, and a review of stakeholder, investor, community, and team member feedback. A series of workshops helped to set our ambition level, establish targets, and outline pathways to achieve our goals.

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

RESPONSIBLE BUSINESS

Focuses on operating ethically and responsibly to minimise harm to people and the environment and adhere to the high expectations of regulators and the communities in which we operate.

SUSTAINABLE DESTINATIONS

Focuses on integrating sustainability into the planning and operations of our properties to reduce our ecological footprint, enhance resilience, and create an inclusive and inviting environment for everyone.

RESPONSIBLE BUSINESS SUSTAINABLE DESTINATIONS (CONT.)

SUSTAINABILITY FRAMEWORK

RESPONSIBILITY

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



HARM MINIMISATION & FINANCIAL CRIME

Go beyond compliance to ensure safer gambling, harm minimisation and zero tolerance for financial crime



SECURITY & PRIVACY

Ensure the security and privacy of guests, staff and partners



ESG TRANSPARENCY

Be transparent and accountable about ESG performance, tax and donations



SUSTAINABLE BUSINESS PERFORMANCE

Deliver value to all stakeholders through sustainable long-term growth

ENVIRONMENT

CREATE LOW CARBON PLACES THAT SUPPORT NATURE AND CONSERVE RESOURCES



CLIMATE & ENERGY

Contribute to a zero carbon future



WATER

Conserve water and protect waterways



WASTE

Reduce waste & improve circularity



SUSTAINABLE SOURCING

Ensure sustainable sourcing practices



NATURE & BIODIVERSITY

Support biodiverse ecosystems and curb nature loss



DESTINATION STEWARDSHIP

Develop environmentally and socially sustainable precincts and tourism

PEOPLE

FOSTER WELLBEING AND ENHANCE COMMUNITIES, WITHIN AND BEYOND OUR PRECINCTS



COMMUNITY COMMITMENT & DEVELOPMENT

Enhance community wellbeing, prosperity and resilience



ETHICAL SUPPLY CHAIN

Ensure ethical sourcing and protect human rights



DIVERSITY, INCLUSION & BELONGING

Empower a diverse and inclusive culture where everyone has the opportunity to thrive



EMPLOYEE ATTRACTION & DEVELOPMENT

Develop leaders and grow meaningful careers



SAFETY & WELLBEING

Support the physical and mental wellbeing of our people and guests

ADDRESSING MATERIAL ISSUES

The Star’s sustainability strategy has been created to address the company’s most material issues and create shared value for employees, customers, the community, shareholders, and other stakeholders.

As part of our annual materiality assessment, an external consultant was engaged in FY23 to assess and map material issues, following best practice to:

- Review internal documents for The Star and develop draft list of material issues.
- Identify key global and industry-specific sustainability trends affecting The Star and its stakeholders.
- Conduct interviews with The Star management to understand senior leader perspectives on sustainability risks and opportunities.
- Engage with The Star to prioritise, validate, and socialise materiality matrix.

The Materiality approach adheres to the requirements of the Global Reporting Initiative, Accountability AA1000 Principles Standard, and the International Integrated Reporting Council Framework. We have also mapped our material issues to the relevant SASB topics for the ‘Casino & Gaming’ industry. Refer to the “More information” section for details.

THE STAR’S MATERIALITY MATRIX

Material issues for 2023 are largely similar to those identified in previous years, although existing priorities relating to responsible gambling, responsible business operations and community trust have taken on even more significance in the last year.

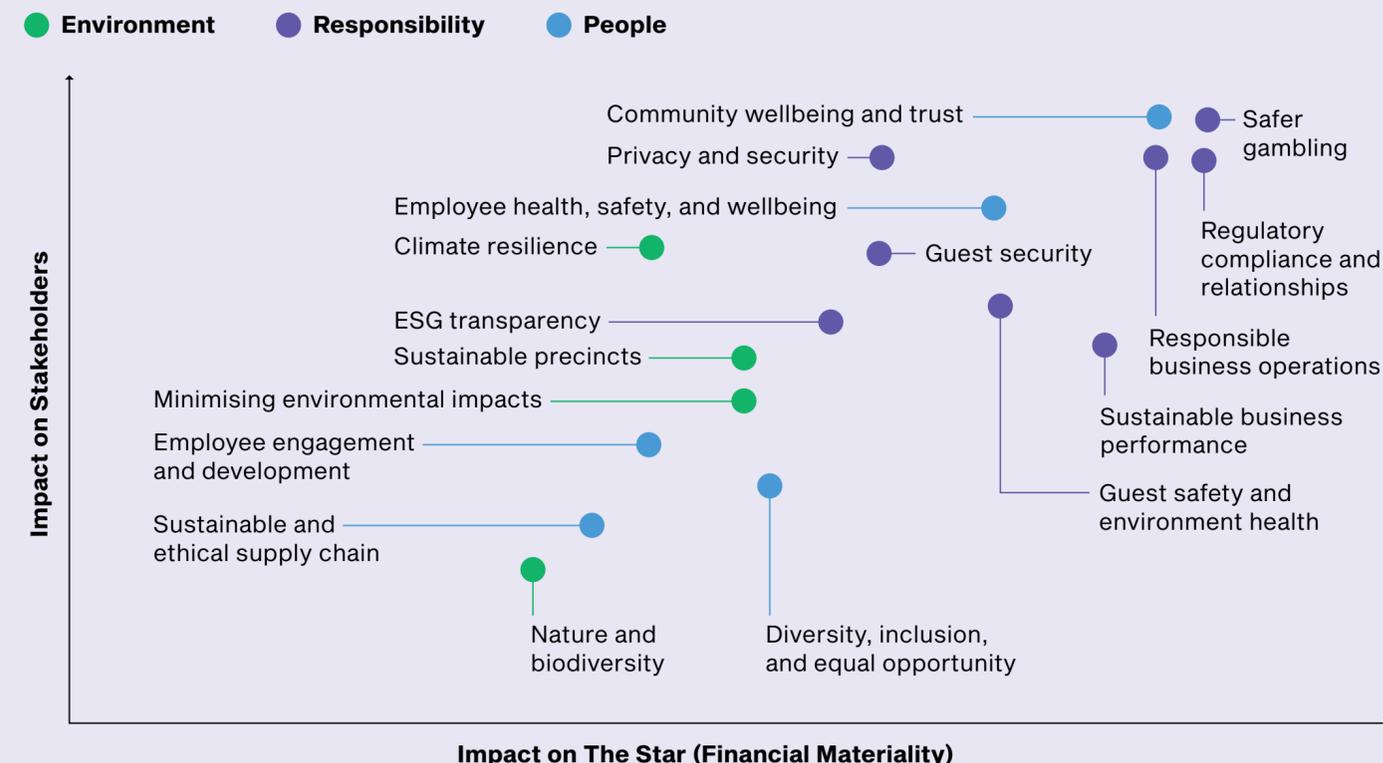
Our top material issues are:

- Safer Gambling.
- Community Wellbeing and Trust.
- Responsible Business Operations.
- Regulatory compliance and relationships.

The material issues identified as important to our business and our stakeholders were incorporated into the objectives of the strategy in addition to existing controls, policies and programs.

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

THE STAR’S MATERIALITY MATRIX



MATERIAL TOPICS

Ranking	Topic	Ranking	Topic
=1	Safer gambling	10	ESG transparency
=1	Community wellbeing and trust	=11	Minimising environmental impacts
=1	Responsible business operations	=11	Sustainable precincts
=1	Regulatory compliance and relationships	=13	Climate resilience
5	Sustainable business performance	=13	Employee engagement and deployment
=6	Employee health, safety, and wellbeing	=15	Sustainable and ethical supply chain
=6	Guest safety and environment health	=15	Diversity, inclusion, and equal opportunity
=8	Privacy and security	17	Nature and biodiversity
=8	Guest security		

CONTRIBUTING TO GLOBAL GOALS

The Star Entertainment Group is a participant of the United Nations (UN) Global Compact and in February 2021 joined as a signatory to the UN Global Compact Network Australia. Our sustainability strategy aligns to the UN Sustainable Development Goals (SDGs).

As part of our active participation in the UN Global Compact, the Group releases annual Communication of Progress reports which can be found on the company's website at www.starentertainmentgroup.com.au/reporting-assurance

UNITED NATIONS GLOBAL COMPACT

The UN Global Compact is a voluntary initiative launched in 2000 by the United Nations to encourage businesses and organizations to adopt sustainable and socially responsible policies and practices. It is the world's largest corporate sustainability initiative. Companies that participate in the UN Global Compact commit to aligning their operations and strategies with 10 universally accepted principles in the areas of human rights, labour, environment, and anti-corruption.



UN SUSTAINABLE DEVELOPMENT GOALS

The SDGs, also known as the Global Goals, are a set of 17 interconnected goals established by the United Nations in 2015. These goals are designed to address a wide range of global challenges, including poverty, inequality, climate change, environmental degradation, peace, and justice. The SDGs provide a universal framework for countries, organizations, and individuals to work together to achieve a more sustainable and equitable world by 2030.



MAPPING MATERIAL ISSUES AGAINST THE SDGS

The Star's material issues have been mapped against the SDGs so that we can understand how our strategic priorities align to the goals.

We can make an impact by setting policies, strategies and targets that contribute to the SDGs and support good health and wellbeing, sustainable operations of our assets, strong governance and institutions, climate action and sustainable economic growth.

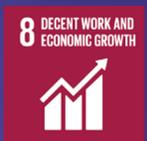


Material Issue	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	
Responsible business operations						●										
Sustainable business performance						●										
Regulatory compliance and relationships																●
ESG transparency															●	
Safer gambling	●															
Guest security	●															
Guest safety and environmental health	●															
Climate resilience					●											
Minimising environmental impacts					●					●	●	●	●			
Sustainable precincts					●		●		●	●	●	●	●			
Nature and biodiversity				●							●	●	●			
Diversity, inclusion and equal opportunity			●			●		●								
Employee engagement and development		●				●										
Employee health safety and well-being	●					●										
Community wellbeing and trust														●	●	
Sustainable and ethical supply chain						●	●			●						●



RESPONSIBILITY

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



SAFER GAMBLING AND HARM MINIMISATION

Gambling is an enjoyable leisure and entertainment activity. However, some people can develop an unhealthy relationship with gambling and find it difficult to gamble safely and control their time and spending.

Minimising gambling related harm is a key focus for The Star Entertainment Group. We are working actively with stakeholders and our regulators to minimise harm to guests and the broader community. This is crucial to fostering a long-term, mutually beneficial relationship with our guests, as well as upholding our corporate responsibilities and social licence to operate.

In FY23, The Star rebranded our harm minimisation program from Responsible Gambling to Safer Gambling, to underscore the actions we are taking to help make gambling and the environment we create remain safe for both guests and staff. The approach blends our strategic focus together with enhanced internal controls and reforms identified by external reviews of our operations in NSW and Queensland.

SAFER GAMBLING TEAMS

Safer Gambling teams operate at each of The Star's properties to provide 24/7 specialised support to both operational staff and guests. To support a greater emphasis on safer gambling programs and activities, The Star has significantly uplifted its safer gambling capability from 18 to 55 full time employees. Further staff increases are expected within the Queensland Safer Gambling Teams in 2023.

As a further indication of the importance of harm minimisation, The Star has introduced a General Manager of Safer Gambling Compliance whose team supports frontline colleagues by ensuring robust policies and procedures, regular reviews and assurance measures are in place and implemented. In addition, The Star's safer gambling training for all team members has been refreshed, with further enhancements to increase safer gambling competencies and capabilities underway.

Our safer gambling specialists are available to our guests 24/7.

- Patron Liaison Managers provide ongoing support to guests and team members as well as information on gambling help services, community groups or referrals to assist our guests who may be experiencing gambling-related challenges.

- Guest Support Managers work closely with PLMs to minimise the potential harm of gambling. Guests can access support regarding safer gambling practices, which encompasses recognising signs, exploring treatment choices, accessing resources like BetCare and external support agencies and community groups, self-exclusion, and individualised commitment programs. GSMs also proactively initiate conversations with guests to address any concerns related to promoting a safer gambling environment.
- Guest Support Officers support Guest Support Managers and play a pivotal role in championing and implementing The Star's strategy for safer gambling and harm reduction. They serve as front-line members, actively contributing to the delivery of these important initiatives. Guest Support Officers are operational in NSW, and will be in place in Queensland before the end of 2023.
- Guest Support Advocates are team members with advanced training in identifying signs of problem gambling and have knowledge of effective ways to help those guests and provide a path towards Gambling Help Services.

TRAINING AND EDUCATION

All team members at The Star undertake mandatory online safer gambling training. Regular refresher courses are conducted, and senior managers attend an advanced training workshop tailored towards their roles and responsibilities. We are working to develop competency-based role-specific training for all team members who manage or deliver our gambling products.

PLAY BREAK

The Star launched Play Break (formerly called Time Play Management) over two years ago to support guests to not gamble for long periods of time. Recommended breaks in play provides a strong reminder that guests should maintain an appropriate balance between gambling and other activities in their life. Play Break electronically monitors a guest's data whenever their membership card is inserted in a gaming machine or swiped at gaming table. When they reach the system's set time limits, an alert is sent to a staff member who will locate the guest to recommend a break and check on their wellbeing.

Since its introduction, Play Break has undergone several enhancements to increase its effectiveness, including a greater focus on guest interactions at 3 hours and 6 hours, and a requirement that guests not gamble for more than 12 hours within a 24-hour period, or for more than 48 hours within a 7-day period.

SAFER GAMBLING AND HARM MINIMISATION (CONT.)

GAMBLING HARM INDICATORS MATRIX

Using available research, The Star has developed a Gambling Harm Indicators Matrix that highlights whether a guest may be experiencing gambling related harm. Consisting of a comprehensive list of risk indicators, the Gambling Harm Indicators Matrix helps inform what staff should do if risk behaviours are observed. The Matrix is included in the online training given to all staff and is on The Star's intranet site. In addition to training, the Matrix is part of the Safer Gambling standard operating procedures.

WELFARE CHECKS

Welfare checks are conducted by the Safer Gambling team when there are indicators that a guest may be at risk of experiencing harm. Welfare checks allow team members to determine if the guest is experiencing harm from gambling and if so, take appropriate action. This may involve providing information, access to support services or requiring an exclusion from the Casino. Welfare checks are also an important interaction because they provide a chance to build guest rapport through conversations about safer gambling and other topics of interest.

In FY23, there were 1,446 welfare checks conducted across all three properties.

EXCLUSIONS

The Star excludes guests from gaming areas, products and services to help reduce the risks of experiencing gambling-related harm.

Gambling-related exclusions can either be requested by the guest, which is known as a 'self-exclusion', or as a result of an assessment by The Star that determines they are at risk of gambling related harm. This is known as a Safer Gambling exclusion.

Our Group Exclusion Policy provides further protection for guests who have been excluded, as an exclusion from one of our casinos is automatically applied to all casinos operated by The Star. Exclusion information is also shared between The Star Sydney and Crown Sydney. In FY23, there were 1,000 self-exclusions across all three properties.

ONLINE SELF-EXCLUSION

Some people prefer not having face to face interactions when going through the self-exclusion process. As a result, The Star has introduced an online self-exclusion form that can be completed and forwarded to The Star for follow up action. This online channel provides a pathway for people who may have previously been reluctant to self exclude onsite. However, The Star still provides the option for people to initiate a self-exclusion at any of our properties, or through their local gambling help services.

ACCESS TO SUPPORT SERVICES

The Star has strong relationships with external support services which are made available to provide free, confidential support for individuals who are adversely affected by their own or someone else's gambling behaviour.

Gamble Aware (NSW)
www.Gambleaware.nsw.gov.au
www.gamblinghelponline.org.au
 1800 858 858

Gambling Help (QLD)
www.gamblinghelponline.org.au
 1800 858 858

FACIAL RECOGNITION

Facial recognition technology now operates at The Star Sydney and The Star Gold Coast and will be implemented at The Star Brisbane. This technology is an effective tool used to assist in harm prevention and for managing excluded persons who attempt to enter our premises in contravention of their prevention of entry orders. Previously this process relied heavily on the recall of staff or information voluntarily supplied from third parties. Recognising the importance of privacy concerns, The Star does not use the technology for any other purpose.

MARKETING

Our Marketing teams are committed to ensuring our advertising and promotional materials and campaigns adhere to safer gambling principles and harm prevention and minimisation practices. We are continuing to develop enhanced marketing guardrails and training to align with leading safer gambling practices. The Star uses a regulatory technology product called Law of the Jungle to assist in making sure marketing collateral comply with legal requirements and standards.

INFORMATION FOR GUESTS

The Star provides a diverse array of safer gambling information that aims to help our guests understand potential difficulties with gambling and what to do if they are concerned about themselves or others. This information is available throughout our casinos, on our company websites and from our Safer Gambling Teams.

SAFER GAMBLING AND HARM MINIMISATION (CONT.)

PREVENTING MINORS

As a gambling provider, we have various measures and standards in place to keep people safe from gambling harm. Because it is illegal for minors to gamble, we strictly prohibit them from entering designated gaming areas within the casino. Signs are displayed at the entrances to licensed gaming areas, such as the main gaming floor and on doorways if they lead to a licensed areas stating that minors are not allowed to:

- gamble within the casino.
- enter or remain in designated gaming areas.

We have a variety of processes in place for checking the identification of persons seeking access to designated gaming areas to ensure that only persons 18 years and over are granted access.

UNATTENDED CHILDREN

Incidents of children left unattended in or around our properties are viewed very seriously by The Star Entertainment Group, its regulators and the community in general. As such we:

- Train staff in the management of situations involving unattended children.
- Apply prompt supervision of unattended children until reunited with their responsible parent or guardian or placed in the care of relevant authorities.
- Where considered appropriate, or as required by law, report parents or guardians to the relevant authorities.
- Where considered appropriate, exclude parents or guardians from any or all of The Star Entertainment Group properties.

RAISING AWARENESS AND COMMUNITY SUPPORT

The Star engages in various activities across the jurisdictions in which we operate, including gambling awareness weeks and promotional campaigns. Safer Gambling Awareness Weeks are annual events that give us the opportunity to participate with help services and other stakeholders to address gambling concerns in the community. During these campaigns, The Star uses internal and guest facing communications channels to deliver harm reduction messages.

REGULATOR AND STAKEHOLDER ENGAGEMENT

Australia's casino industry has undergone significant transformation in recent years with a number of key reports and public enquiries driving reform across the country. The operation of The Star's entertainment, gaming and leisure destinations and 8,000-strong workforce has been informed by recent inquiries including the Bell Review in NSW and the Gotterson Review in Queensland. In response, The Star Entertainment Group has initiated a remediation program covering properties across both states.

SAFER GAMBLING AND HARM MINIMISATION (CONT.)

SAFER GAMBLING, GOVERNANCE AND ETHICS COMMITTEE

In FY23, the Board's Safer Gambling, Governance and Ethics Committee was established to oversee safer gambling, a responsibility previously held by the People, Remuneration and Social Responsibility Committee. This shift underscores the increased focus on The Star's commitment to preventing and minimising harm to guests and the broader community.

RESPONSIBLE GAMBLING COMMITTEES

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

RG CHECK ACCREDITATION

In FY22, our safer gambling program received external certification from RG Check, a comprehensive and global responsible gambling accreditation program developed by independent non-profit organisation Responsible Gambling Council.

RG Check accreditation comprises eight standards and 47 criteria for land-based venues that are the benchmarks that guide the accreditation process. This accreditation lasts for three years, with Annual Reviews to confirm safer gambling measures remain in place.

The Star maintained its accreditation in FY23, demonstrating on-going improvement relating to the eight standards: Responsible Gambling Policy; Strategy and Culture; Employee Training; Self-Exclusion; Assisting Players Who May Be Experiencing Harm From Gambling; Informed Decision Making; Marketing Communications; Access to Money; and Venue and Game Design.

FUTURE PLANNED ACTIVITIES

As we look to the future, The Star believes that a robust and effective harm minimisation program requires continuous improvement and an innovative attitude. We aim to minimise harm to individuals and the broader community through our on-going actions, as well as the following initiatives for FY24.

- Engage community and industry stakeholders to ensure that we are considering diverse perspectives and needs.
- Develop a renewed Safer Gambling strategy that considers recent research outcomes and best practices.
- Ensure that all team members are aware of gambling risks and responsibilities and have the right competencies and capabilities.
- Enhance our use of data and insights and outcomes measures.
- Create more opportunities for interactions with our guests to help promote their wellbeing and to meet their needs.
- Continue to evolve marketing communications to support safer gambling.

RESPONSIBLE SERVICE OF ALCOHOL

The Star is committed to providing a safe and secure environment for all patrons, and our RSA program is supported by policies, procedures, and mandatory training for all team members.

RSA committees in each property meet monthly to manage and monitor activities and incidents related to the RSA program and work towards continuous improvement. The Star also meets regularly with regulators and stakeholders to engage in constructive discussions regarding initiatives that promote the responsible service of alcohol. Board oversight of the RSA program is provided by the Safer Gambling, Governance and Ethics Committee. The Star's RSA program ensures relevant regulatory requirements are maintained for each property by ensuring:

- Safe venues are provided by refusing entry or service to intoxicated patrons, managing undesirable activity, and providing role-specific training for venue managers and team members.
- Measures are taken to minimise harm, such as not permitting the sale, supply, or consumption of alcohol by individuals under 18 years old, prohibiting promotions that encourage excessive drinking or harassment, providing free drinking water, offering light, mid-strength or non-alcoholic options at lower prices, offering food and snacks, promoting drink spiking awareness, limiting the number of drinks purchased during high-risk periods and displaying signage related to alcohol restrictions.
- Community amenity is considered through the reduction of noise, through safe and responsible advertising of alcohol, and through support for government and community initiatives related to safe consumption.

FINANCIAL CRIME

The Star has commenced a comprehensive program of work to remediate breaches and uplift its management of financial crime risk. During the past financial year, The Star has undertaken and continues to undertake, a detailed review of its risk management policies, processes, procedures, systems and controls and commenced the process of making required improvements.

To date, The Star has enhanced its oversight and governance framework for financial crime, including the establishment of executive and management level financial committees, enhanced a number of financial crime risk assessment methodologies, improved its customer screening controls, uplifted its 'know your customer' and enhanced customer due diligence processes, deployed additional transaction monitoring rules and implemented new cash limits across its properties.

The Star has also increased resourcing in its first and second line financial crime risk teams to support the delivery of the uplift in its financial crime risk management. The Star has a multi-year end-to-end program of work designed to address various issues and enhance its overall financial crime risk management framework. The Star will continue to focus on developing new and strengthening existing, financial crime policies, processes, procedures, systems and controls. The Star continues to engage with AUSTRAC and our State based regulators to provide updates on our program of work.

PRIVACY

We collect personal information, including sensitive details, during our business operations. Our aim is to protect the rights of all individuals – guests, team members, and partners – by handling information in an ethical, secure, and legally compliant manner. This careful handling of data is crucial for the safety of our customers, employees, and the wider community.

The Star's Group Manager Privacy and Information Governance is responsible for overseeing and enhancing The Star's overall privacy and data protection strategy. Their role involves managing projects related to customer data, addressing privacy related inquiries, conducting Privacy Impact Assessments, providing targeted privacy training, and ensuring overall compliance with privacy laws. The Star's privacy obligations are governed by The Star's Privacy, Compliance and Information Use Policy.

Throughout our operations, we have established standard operating procedures, policies, and guidelines that embed privacy principles across our business. Whenever we introduce new products or services to enhance guest experiences, customer privacy is a central consideration in the design and implementation process.

Changes to our group-wide Privacy Policy are reviewed and approved by our Board, with the most recent review conducted in June 2023.

We are dedicated to continuously refining our approach to privacy and data protection. Our primary areas of focus include:

- Remaining at the forefront of evolving global privacy laws and regulations.
- Improvements to consumer choice and preference management.
- Continuously improving our standard operating procedures, policies, and guidelines to ensure privacy considerations are at the forefront of design and implementation phases.

By prioritising these aspects, we work towards the ongoing protection of personal information and the responsible management of data privacy.

SECURITY AND SURVEILLANCE

The Star continues to deliver 24/7 security and surveillance monitoring in addition to Standard Operating Procedures that deal with and respond to any suspected undesirable conduct across its three venues in Sydney, Gold Coast and Brisbane.

Facial recognition technology now operates at The Star Sydney and The Star Gold Coast and will be implemented at The Star Brisbane.

In a further harm minimisation initiative, The Star also deployed Patron Scan devices to all Main Gaming Floor Entry point locations in Sydney, together with associated technology that includes Face to Photo verification and digital signature pads to assist in detecting minors.

This represented an upgrade on the previous mobile device technology with each entry point now equipped to compare the person attempting to gain entry with the identification article produced – most commonly a driver's licence.

Across the Group, a multi-million-dollar uplift to move from a 30-day to a 90-day retention of CCTV footage is being implemented at the Sydney, Gold Coast and in future at The Star Brisbane as part of new regulatory requirements.

The Star has more than 7,000 CCTV cameras installed across its three properties and has almost 500 team members working in the security and surveillance department.

More than 100 additional team members will be employed for security and surveillance operations at The Star Brisbane, and the overall number of CCTV cameras in operation across the Group will increase to almost 10,000 when the transformational multi-billion-dollar project comes online.

CYBERSECURITY

The Star takes its responsibilities to protect information seriously and continues to invest in the best and latest technologies (including artificial intelligence and machine learning) to identify and address new cyber threats.

This investment is done through a multi-year, multi-million-dollar program of work that continues to evolve.

We are guided by insights from independent industry experts and government intelligence agencies.

Independent external validation of the effectiveness of the program and the maturity of the cyber capability is presented to the Board at every Risk, Compliance and Regulatory Performance Committee meeting.

Our areas of focus include:

- Reducing IT Risk and Non-Compliance to any regulatory obligation.
- Increasing Cyber Engagement in all business initiatives.
- Reducing the number and impact of cyber incidents.
- Improving the technology environment to increase cyber resilience.
- Improving trust by managing all identities that interact with The Star.
- Increasing the visibility of actionable insight and response to cyber attacks.

ESG TRANSPARENCY

The following ESG reporting frameworks, references or requirements assist The Star to prioritise and report on our sustainability efforts.

- Global Reporting Initiative Reporting.
- The Task Force on Climate-related Financial Disclosures Framework and Recommendations.
- Annual UN Global Compact Network Communication of Progress.
- Green building rating frameworks (Green Star, NABERS and EarthCheck).
- Annual materiality assessment to guide sustainability strategy.
- Align material issues with the United Nations Sustainable Development Goals.
- Supporting the delivery of Australia's 2025 National Packaging Targets as members of the Australian Packaging Covenant Organisation.
- Annual Modern Slavery Statement.
- Annual National Greenhouse and Energy Reporting.

TAX AND DONATIONS

The Star discloses tax in the Financial Statements of the Annual Report, which can be found on the company website www.starentertainmentgroup.com.au/annual-reports

The Star properties are committed to supporting community organisations and events, as well as a range of community and charitable partnerships that are aligned to the company's values.

We do this by providing charitable donations of cash or in-kind contributions at a Group level, or a property level so that we can create meaningful engagement with our team members, and make a positive impact in the communities in which we operate.

COMPANY REPORTING

The Star produces the following reports on an annual basis:

- Annual Report, including a summary of our sustainability performance
- This, stand-alone Sustainability Report including assurance of selected sustainability disclosures
- ESG metrics summary
- Climate Disclosure Statement
- GRI Content Index, outlining the group's reporting with reference to the requirements of the GRI Standards.

RESPONSIBLE BUSINESS OPERATIONS

The Star aims to deliver responsible business operations through an ongoing commitment to developing entertainment, gaming and leisure destinations, and has been working to respond to changes in the casino regulatory environment and the outcomes of independent reviews in NSW and Queensland.

PATHWAY TO SUITABILITY

The Star's remediation program has the goal of earning back the trust and confidence of regulators, governments, shareholders, team members, guests and the community at large and returning to suitability in NSW and Queensland.

To achieve this, The Star is committed to transforming its culture, governance, risk and compliance management, accountabilities and capabilities, and its approach to harm minimisation.

The Star commenced the development of a remediation program in late August 2022 to address issues identified by the Bell and Gotterson reviews.

Planning was later adjusted to prioritise and incorporate additional priorities set by the Manager/Special Manager, who was appointed following the indefinite suspension of The Star's NSW casino licence and the deferred suspension of The Star's Queensland casino licences.

A comprehensive draft remediation program including approximately 550 milestones to be actioned over a multi-year period was formally submitted mid-2023 for review by regulators in NSW and Queensland. The plan continues to evolve but was not yet approved heading into the final quarter of the calendar year.

While continuing to work towards an approved plan, a range of initiatives were actioned across several months as part of the ongoing Foundation Period of the program. They included:

- Delivery of 'rapid controls' into The Star Sydney, predominantly related to Customer Probity/AML. Priority controls were also rolled out later in Queensland.
- Implementation of new Internal Control Manuals in NSW, a project involving ~150 personnel over an eight-month period.
- Significant uplift in AML capabilities – team expanded from 26 to 99 full time employees (June 2022-August 2023).
- Significant uplift in safer gambling capabilities from 18 to 55 full time employees (June 2022-August 2023).
- Root Cause Analysis completed by Deloitte.
- Development of a culture renewal roadmap following a review by The Ethics Centre.

- The splitting of the Legal and Risk functions.
- Laying the foundations of a Three Lines of Accountability model.
- Senior executive appointments made.
- Board renewal materially progressed (entire Board replaced).
- Additional facial-recognition cameras in Sydney and commencement of facial recognition on the Gold Coast.
- Enhanced Underage Prevention Technology.
- Launch of an updated Whistleblower hotline and escalation campaign.

INTERNAL CONTROL MANUALS

Internal Control Manuals (**ICMs**) govern the way The Star works. They are set by regulatory bodies, Liquor and Gaming in NSW and OLGR in Queensland, and set out principles, decision-making, and conduct within The Star.

The ICMs are important foundation stones to ensure an uplift in risk and compliance culture and establishing what The Star wants to be known for: a trustworthy company of robust governance, transparency and accountability.

The regulatory environment has seen a significant number of changes to existing ICMs (approximately 1,300 across NSW and Queensland) and the introduction of new ICMs.

Planning for the implementation of new ICMs in NSW started in late 2022. The updated NSW ICMs started coming into effect on 1 April 2023, with full compliance required by 1 July 2023.

The Star has introduced 546 unique controls in NSW, implemented over 900 requirements, while also updating Standard Operating Procedures and related processes as part of the uplift program.

In Queensland, the ICM Uplift journey commenced in a phased approach. The Star proposes to have phases one and two (out of three) completed by 30 November 2023.

RESPONSIBLE BUSINESS OPERATIONS (CONT.)

BOARD AND MANAGEMENT UPDATES

JULY 2022

- New Independent Non-Executive Director (Michael Issenberg) appointed

OCTOBER 2022

- New operational Risk Committees established for Sydney and Queensland
- New independent Compliance Committee established for The Star Sydney casino operator
- New Group Chief Executive Officer (Robbie Cooke) commenced

NOVEMBER 2022

- New Board Safer Gambling, Governance and Ethics Committee established
- New Independent Non-Executive Director (Anne Ward) appointed
- New Independent Non-Executive Director Proposed (Toni Thornton) subject to regulatory approval

DECEMBER 2022

- New Chief Financial Officer appointed
- New Independent Non-Executive Director (David Foster) appointed

FEBRUARY 2023

- New Chief Risk Officer commenced

MARCH 2023

- New Independent Non-Executive Director (Deborah Page AM) appointed
- New Chairman (David Foster) appointed

APRIL 2023

- New General Manager Financial Crime commenced
- New Whistleblower Protection Officer commenced
- New operational Financial Crime Oversight Committee established

MAY 2023

- New Chief Transformation Officer appointed
- New Chief Legal Officer commenced
- New General Manager Safer Gambling Compliance commenced

JULY 2023

- New Independent Non-Executive Director proposed (Peter Hodgson) subject to regulatory approval
- New Group Chief Controls Officer commenced

THE CASINO REGULATORY ENVIRONMENT

Australia's casino industry has undergone significant transformation in recent years with a number of key reports and public inquiries driving systemic and ongoing reform across the country. The Star Entertainment Group operates casinos in Sydney, Brisbane and the Gold Coast.

KEY REGULATORY MILESTONES IN NSW

The regulatory environment for The Star's casino operations in NSW has undergone significant change over the last two years including major legislative changes to the *Casino Control Act 1992* and reforms to internal controls. In NSW, the inquiry report from the Honourable Patricia Bergin SC into the suitability of Crown Resorts to hold a gaming facility licence (**'the Bergin report'**) was provided to the NSW Independent Liquor and Gaming Authority (ILGA) in February 2021.

The Bergin report made 19 recommendations to reform the NSW casino regulatory environment including legislative amendments to the *Casino Control Act 1992* (NSW). A key recommendation of the report included the establishment of the NSW Independent Casino Commission (**NICC**) to monitor casino activities and take disciplinary action against operators and individuals who engage in misconduct.

LEGISLATIVE REFORM IN NSW

In August 2021, the NSW Government accepted all 19 recommendations in the Bergin report and introduced the *Casino Legislation Amendment Bill 2022 ('the Bill')* to give effect to the report's recommendations to strengthen casinos' compliance requirements.

The Bill also included an expansion of the powers of the regulator to prescribe certain matters in casino's internal controls; specifically related to money laundering risks, patron account monitoring, due diligence, source of funds declarations and responsible gambling.

The Bill was introduced to the NSW Parliament on 5 August 2022 and passed into legislation on 11 August 2022. The NICC formally commenced operations on 5 September 2022 and was given the sole responsibility to regulate NSW's two casinos and to deal with findings of the recent inquiries. Following the passage of the Bill, internal controls of The Star have been extensively modified to strengthen requirements relating to financial crime, customer probity, responsible gambling, governance and reporting and record keeping.

THE CASINO REGULATORY ENVIRONMENT (CONT.)

Other key reforms included:

- Regular reviews of casino licences.
- New disclosure and reporting obligations for breaches, suspicious activity, and regular monitoring of patron accounts.
- Phase out of cash transactions of more than \$1,000 per patron per day.
- Transition to mandatory carded play.
- A ban on casinos dealing with junket operators.

In September 2021, ILGA announced the appointment of Mr Adam Bell SC to undertake a review of The Star and its Sydney operations. The Bell Review commenced in November 2021 in accordance with section 30 and 143 of the *Casino Control Act 1992* (NSW) and included written submissions and public hearings. Adam Bell SC handed down his findings on 31 August 2022. The Bell Report was publicly released on 13 September 2022 and included 30 recommendations.

The response to the Bell Report included:

- A show cause notice issued to The Star on 13 September 2022 by the NICC.
- The Star responded to the show cause notice on 26 September 2022 outlining a proposed pathway to suitability.

- NICC announced the indefinite suspension of The Star's NSW casino licence on 17 October 2022, appointed a special manager of The Star Sydney casino and ordered The Star to pay a total pecuniary penalty of \$100 million.
- The Star Sydney developed new Internal Control Manuals under the direction of the NICC and ILGA.

KEY REGULATORY MILESTONES IN QUEENSLAND

The casino industry in Queensland has been undertaking a period of significant reform and remediation over the past 12 months with important legislative changes already implemented or underway to deliver safer gambling practices and harm minimisation for all Queenslanders. The Honourable Robert Gotterson AO KC was appointed by Attorney-General and Minister for Justice, and Minister for Women and Minister for Prevention of Domestic and Family Violence, The Honourable Shannon Fentiman MP on 30 June 2022 to conduct an external review of the Queensland operations of The Star Entertainment Group (**Qld Review**).

The Qld Review's scope was defined by Terms

of Reference and undertaken in three parts:

- Part A Review into the operations of The Star Cold Coast and Treasury Brisbane.
- Part B Review of ongoing suitability of The Star Group licencees.
- Part C Consideration of any further improvements to casino procedures, regulation, and legislative reform.

The Qld Review was undertaken between June and September 2022 and included inviting written submissions from the public and interested organisations and convening public hearings. Key outcomes included:

- Final report provided to The Honourable Shannon Fentiman MP by The Honourable Robert Gotterson AO KC on 30 September 2022 for consideration.
- Public release of the final report on 6 October 2022 by The Honourable Shannon Fentiman MP with a response from the Queensland Government supporting in-principle the Review's 12 recommendations.
- Show Cause Notices being issued by the Office of Liquor and Gaming Regulation to The Star on 4 November 2022.
- The Star Entertainment Group provided a comprehensive response to the Show Cause Notices on 25 November 2022.

An outcome of the Show Cause Notice process

was announced on 9 December 2022 including pecuniary penalties for The Star totalling \$100 million, appointment of Mr Weeks as special manager, and a deferred suspension of the Treasury Brisbane and The Star Gold Coast's casino licences until 1 December 2023.

LEGISLATIVE REFORM IN QUEENSLAND

The Honourable Robert Gotterson AO KC also gave regard to the *Casino Control and Other Legislation Amendment Bill 2022 (QLD Bill)* which was also before the Queensland Legislative Assembly while the Review was being undertaken. The *Casino Control and Other Legislation Amendment Bill 2022* (Qld) was introduced into the Queensland Legislative Assembly on 26 May 2022. The Qld Bill was referred to the Legal Affairs and Safety Committee for consideration which recommended the Qld Bill's passage. On 14 October 2022, the Qld Bill was passed including provision for a special manager to be appointed to monitor and direct casino operations; an increase of pecuniary penalties up to \$100 million, and obligations to report breaches. The Queensland Government announced it would continue to progress further legislative reforms recommended by the Qld Review.

KEY PROJECTS

QUEEN'S WHARF BRISBANE

Anticipated to open progressively from April 2024 and delivered by Destination Brisbane Consortium, Queen's Wharf Brisbane is a \$3.6 billion joint venture development comprising The Star and its Hong Kong based partners, Chow Tai Fook Enterprises Limited and Far East Consortium International Limited.

Positioned to provide a wide range of 'quintessentially Queensland' experiences, and significant economic benefits for the State and the nation, the development merges state-of-the-art contemporary architecture with heritage buildings in an exciting new precinct that will embrace Brisbane's subtropical climate and outdoor river-city lifestyle.

The 2023 financial year saw further milestones reached for the development, including:

- Significant art commissions for the precinct:
 - *Being Swallowed by the Milky Way*: An 8-metre high, 8-tonne bronze sculpture by internationally renowned artist Lindy Lee.
 - *Lungfish Dreamz*: A supersized mosaic wall mural of Australian lungfish by local artist Samuel Tupou.
 - *A Cottage Year*: A high-tech interactive digital light installation for the heritage listed The Printery Office by husband-and-wife team Alinta Krauth and Jason Nelson.

- *Sheila*: A larger-than-life five tonne goddess-like bronze sculpture by Justene Williams.
- *Inhabitant*: A 15-metre floating art garden depicting native plants by exciting First Nations artist Tony Albert.
- *Destiny*: A super structure of three mullets by the late Indigenous artist Wukun Wanambi.
- The Neville Bonner Bridge touching down at Queen's Wharf Brisbane after two years of construction.
- Continued restoration and repurposing of heritage buildings including the former Department of Primary Industry's, The Printery, and Harris Terraces.
- The handover of several dining, entertainment and gaming areas on Levels 5 and 6 of the integrated resort.
- The iconic Sky Deck was lifted into place on 23 July 2023 linking the hotel and residential towers.

The Queens Wharf Brisbane development will continue to take shape in FY24 including construction, fit out works, and hand over in relation to other areas prior to planned April 2024 opening. The Star will continue to operate Treasury Brisbane until the new integrated resort opens and the transition to the new casino occurs.

THE STAR GOLD COAST

The Star Gold Coast masterplan continued to progress in FY23. After Tower 1, showcasing a Dorsett hotel and The Star Residences, opened in early 2022, the focus shifted to the ongoing construction of Tower 2.

This \$400 million, 65-storey mixed-use tower being delivered by Destination Gold Coast Consortium, a joint venture development comprising The Star and its Hong Kong based partners, Chow Tai Fook Enterprises Limited and Far East Consortium International Limited, is well advanced. It is due for completion in late 2024. The tower, the second of five in the \$2 billion-plus masterplan for Broadbeach Island, will include:

- A five-star luxury lifestyle hotel.
- The second stage of The Star Residences.
- Additional restaurants, cafes, and nightlife venues.
- A comprehensive pool deck with complimentary amenities.

As approved by the Queensland Government in November 2018, The Star Gold Coast's masterplan provides potential for a further three towers on Broadbeach Island, as well as significant additional resort facilities, dining precincts, bars and cafes, and entertainment areas.

THE STAR SYDNEY

The 2023 financial year saw the delivery of key projects, and the continuation of significant milestones at The Star Sydney.

These included:

Refurbishment works at The Darling: Sydney's only Forbes five-star boutique hotel and urban resort is continuing its current refurbishment. The project is due for completion in the second half of calendar year 2023.

Infrastructure and Back of House Projects:

The commencement and completion of key infrastructure and back of house projects in FY23 included:

- The upgrade of back of house staff amenities, locker and changeroom facilities.
- The upgrade and refresh of The Star Station, as part of the Sydney Light Rail Network.



ENVIRONMENT

CREATE LOW CARBON PLACES THAT SUPPORT NATURE AND CONSERVE RESOURCES.



OUR ENVIRONMENTAL TARGETS AND ACHIEVEMENTS



NET ZERO

target Scope 1 and Scope 2 carbon emission by 2030 from wholly owned and operated assets



90% ACHIEVED

and target to maintain +90% of the portfolio with third party certified sustainability ratings (Green Star, NABERs or EarthCheck)



FOR EVERY HECTARE

of land used by The Star across its resorts, we aim to restore three hectares in the wild over the next two years (63 hectares restored to date)



30%

target reduction in carbon intensity by FY23* (achieved 27% reduction from FY13 base year)



100%

target of takeaway food packaging to be compostable (currently at 98%)



120,000 TREES

will be planted over the next two years (to date 63,500 trees planted)



ANNUAL 'EDNA'

biodiversity assessments to be completed at The Star's Farm



30%

target reduction in water intensity by FY23* (achieved 9% reduction from FY13 base year)

*Against a FY13 baseline

Notes: 1.69% of FY23 invoices based on cost were unbilled at the time of reporting. The missing usage for electricity has been estimated 0.01% (10MWh) and 3.66% (8,245GJ) for gas. The missing usage for water has been estimated 6.8% (36ML).

CLIMATE AND ENERGY

CLIMATE AND ENERGY

The Star Entertainment Group is committed to supporting the transition to a low carbon economy and is working towards achieving net zero Scope 1 and Scope 2 emissions from fully owned and managed assets by 2030.

Climate change risks are included in the company risk register and are managed under the normal risk processes with oversight from the Board. Within the financial year, climate change has also been identified as a strategic business risk.

ALIGNMENT WITH THE TASKFORCE ON CLIMATE RELATED FINANCIAL DISCLOSURES

The Star Entertainment Group has adopted the Recommendations of the Taskforce on Climate-related Financial Disclosures (TCFD) and has been working to implement the TCFD framework into the business over the last five years with the understanding that its investments may be susceptible to future changes in climate.

The Star released its first report in 2020. During the financial year, The Star released its fourth Climate-related Disclosures Report which details progress made on prior commitments to manage possible physical, financial and transitional risks, and sets out the company's plans for the coming years. This includes conducting physical climate risk assessments. The results of these assessments are included within the company's annual TCFD disclosures.

Climate adaptation and mitigation design and operational requirements to manage resilience and potential physical climate risks continue to be updated annually in The Star's Sustainable Design and Operational Standards on the company website. Access The Star's Sustainable Design and Operational Standards here: www.starentertainmentgroup.com.au/environment.

NET ZERO 2030 (SCOPE 1 AND SCOPE 2) AND CARBON EMISSIONS MANAGEMENT

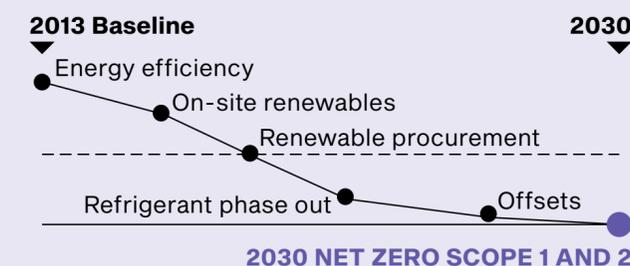
The Star is committed to long term carbon emissions reduction. To support the transition to a low carbon economy the Group is targeting net-zero Scope 1 and Scope 2 carbon emissions for its wholly owned and operated assets by 2030. The pathway to achieve net zero Scope 1 and Scope 2 by 2030 for the Group includes the purchasing of renewable electricity, onsite solar (where possible), electrification over time, continuing with the Group's energy efficiency program and developing a carbon offsetting project and strategy that delivers environmental and social benefit.

The Group's Scope 1 and Scope 2 emissions for FY23 were 9,774 tonnes (tCO₂-e) and 83,806 tonnes (tCO₂-e) respectively. In FY23, a third-party consultancy was engaged to establish a Decarbonisation Roadmap, outlining short, medium and longer-term activities for achieving net zero Scope 1 and Scope 2 by 2030. The roadmap also includes analysis and prioritisation of energy

efficiency opportunities to help accelerate delivery in addition to wider activities including renewable energy procurement, electrification of assets and carbon offsets.

A Scope 3 materiality assessment completed in 2022 identified The Star's most carbon intensive products and services in the supply chain and considered both future capital projects and suppliers. This detailed review identified 114,525 tonnes of Scope 3 emissions and will assist with implementing category management plans to begin to reduce Scope 3 emissions and support the assessment of targets and opportunities throughout 2024. The Star has assessed its baseline Scope 3 emissions and is in the process of building out management plans to apply to procurement categories that begin with the highest emissions sources. This work is ongoing.

OUR NET ZERO PATHWAY TO 2030



Our material issues align with both primary and secondary SASB topics.

CLIMATE AND ENERGY (CONT.)

EMISSIONS AND ENERGY INTENSITY

In FY23 visitation and resource consumption returned to more normal operating levels post COVID-19. Energy services across all properties including lift services, lighting and HVAC all returned to full operating hours and were uninterrupted throughout the year. As a result, total energy consumption increased compared to the previous year, however carbon emissions decreased with the renewable energy grid bonus.

The company's total energy consumption was 602,960 GJ for FY23, which was an increase from 567,719 GJ in FY22, however a decrease from 607,476 GJ in base year FY13. Total Scope 1 and Scope 2 carbon emissions were 93,580 tonnes (tCO₂-e) for the year, which was a decrease from 96,838 tonnes (tCO₂-e) in FY22 and an overall decrease from 108,595 tonnes (tCO₂-e) in FY13 base year.

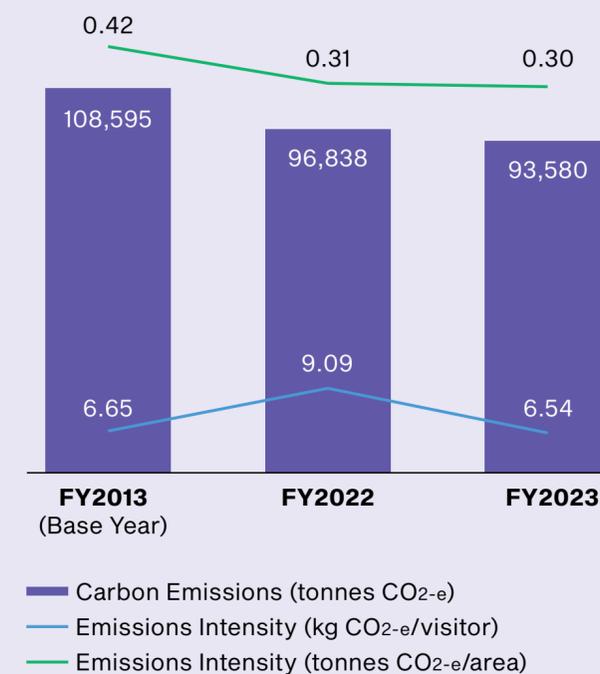
The company has a target to reduce emissions by 30% on an intensity basis (square metres) measured from baseline year FY13 concluding in June 2023.

The company reduced its emissions intensity by 27% from base year (2013) which was 3% short of target. This shortfall was due to the redeployment of business resources over the past 24 months to address remediation and business transformation priorities.

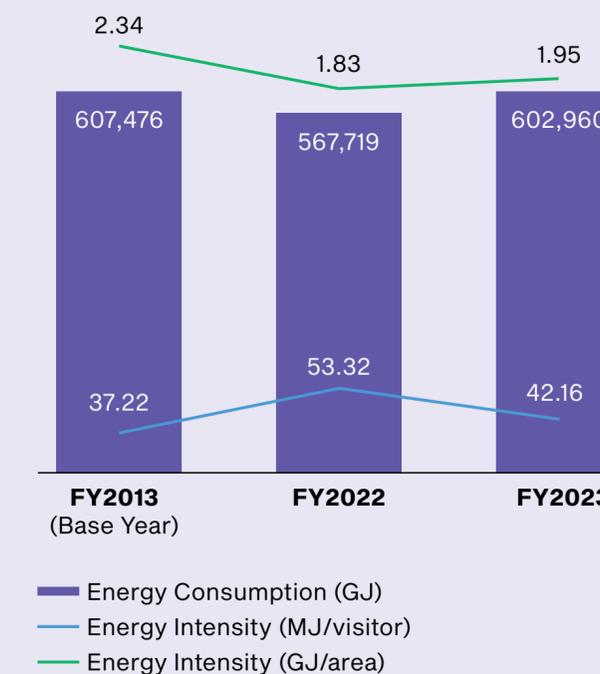
As a result, capital invested into planned large scale equipment and plant replacement activities that would have achieved carbon reductions were put on hold during this time. However the company is continuing with building optimisation activities and analytics, prioritising opportunities that deliver business benefits. Performance details can be found on the company website, www.starentertainmentgroup.com.au/environment.

- Emissions intensity per visitor decreased 28.05% in FY23 compared to FY22 from 9.09kg CO₂e to 6.54kg CO₂e.
- Overall energy intensity per visitor increased in FY23 by 13.3% compared to base year FY13 from 37.22 MJ per visitor to 42.16 MJ per visitor.
- Energy intensity per visitor decreased 20.9% in FY23 compared to FY22 from 53.32 MJ per visitor to 42.16 MJ per visitor.

THE STAR'S CARBON EMISSIONS



THE STAR'S ENERGY CONSUMPTION



Notes: 1.69% of FY23 invoices based on cost were unbilled at the time of reporting. The missing usage for electricity has been estimated 0.01% (10MWh) and 3.66% (8,245GJ) for gas.

CLIMATE AND ENERGY (CONT.)

SUSTAINABLE DESIGN AND BUILDING EFFICIENCY

The Star is committed to sustainable design and operations, and develops and operates its assets in alignment with its Environmental Management Policy, Sustainable Design and Operational Standards and its net zero Scope 1 and Scope 2 and resource performance targets.

The Group's Sustainable Design and Operational Standards, which can be found on the company website, <https://www.starentertainmentgroup.com.au/environment/>, demonstrate the company's commitment to green building ratings and building world class integrated resorts. The Standards, aligned with Green Star Performance standards, provide suppliers, builders, contractors and Property Operations teams recommendations by category to guide more sustainable design and material use.

In FY23, The Star maintained its target that over 90% of portfolio by floor space was third party certified with a sustainability rating which includes NABERS, Green Star or Earthcheck. The Star Gold Coast's Green Star Performance rating was also increased to three stars, which is equivalent to good practice (an increase of one star from its baseline rating of two stars), and existing Green Star commitments progressed in the development pipeline. The Group's summary of third party

certificated Green Star and NABERS ratings and commitments across its portfolio can be found within the company's Sustainability Report at <https://www.starentertainmentgroup.com.au/environment/>.

The Star continues to review and monitor building performance through its building optimisation and analytics systems. The energy and water savings and cost benefits from projects implemented are reported through the company's Energy and Water Project pipeline, now in its eighth year.

In FY23, The Star has completed 1 upgrade project and 6 optimisation projects resulting in energy savings of 1,318MWh, carbon savings of 854 Tonnes (tCO₂-e) and financial savings of \$324,000. Resource and cost savings continue to be realised into FY24 as result of projects identified and implemented in FY23.

OUR ENERGY PROJECT PIPELINE

In 2023, The Star moved into the eighth year of our Energy and Water Project Pipeline, the centralised resource efficiency project identification and tracking program for both capital investment and optimisation projects.

The pipeline enables properties 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.

With several new projects at or near completion, The Star is expecting increases in carbon emissions forecasts and energy use as more floor space continues to open.

To mitigate against these increases, The Star continues to target resource efficiency through building design and operations and through an active optimisation program to reduce carbon emissions, energy use and cost.

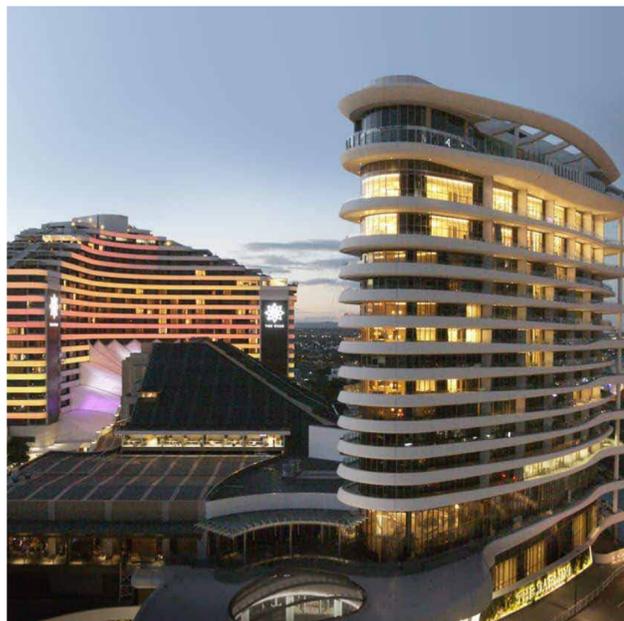
Optimisation and capital investment projects are anticipated to save 1,318 MWh and 854 tonnes of carbon emissions per annum.

During FY23, The Star Sydney and The Star Gold Coast progressed a number of capital investment and energy efficiency projects. This approach to energy efficiency aligns with and contributes to

The Star's decarbonisation strategy and our target to reach net-zero Scope 1 and Scope 2 by 2030.

- At The Star Gold Coast, the air handling unit (AHU) replacement program progressed with 7 AHUs and outside air fans replaced in the Star Grand hotel and event centre. The new units are expected to generate 15% efficiency savings over the older units, saving 41MWh and 30 tonnes of carbon per annum.
- The chilled water plant setpoint at The Star Sydney was modified to be in line with The Star Gold Coast's variable setpoint and fluctuate with the temperature shift in seasons. This modification is estimated to save 450MWh and 328 tonnes of carbon annually.
- Faulty sensors within The Star Sydney's car park ventilation system were replaced and recalibrated in FY23, reducing fan run times significantly. The modifications allow for more efficient operation of the carpark fans and is expected to save 297MWh in energy and 218 tonnes of carbon emissions annually.
- In line with best practice management, The Star Sydney and The Star Gold Coast commenced a program to identify areas currently not in use and isolate HVAC, lighting, refrigeration and other mechanical and electrical equipment from these areas to reduce energy consumption and improve efficiency. Through this program, a further 252MWh, 184 tonnes of carbon and 15ML of water are expected to be saved per annum.

CLIMATE AND ENERGY (CONT.)



OPTIMISING BUILDINGS USING ANALYTICS

Energy metering across The Star's managed portfolios increases the visibility of the mechanical systems, which are monitored and reported through existing building management systems (BMS). Tens of thousands of data points are connected to building optimisation and analytics platforms for The Star Sydney and The Star Gold Coast, which actively monitor for efficiencies. These systems deliver energy and carbon savings via tuning and fault detection processes. In FY23, The Star Sydney implemented several opportunities identified by the BMS including replacing faulty carpark fan sensors, adjusting chilled water setpoints across property, placing setback modes on air handling units and fan control units not required to run 24/7. Data-driven optimisation projects are expected to yield annual savings of 1,277MWh and 933 tonnes of carbon.

SCOPE 3 EMISSIONS

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

We acknowledge our ability to influence indirect upstream and downstream emissions reductions through our operations, procurement and team member activity.

The tourism, entertainment and accommodation industries face challenges in the management of Scope 3 value chain emissions. As visitation increases and with portfolio growth, Scope 3 emissions are also expected to grow over time.

To understand the best approach for The Star to manage Scope 3 emissions over the long term, we are working with partners to identify opportunities and challenges.

- In 2020, we committed to measuring our most material Scope 3 emissions which are our indirect emissions that occur in the value chain, both upstream and downstream.
- In 2021, we completed a Value Chain Emissions Mapping and Materiality Assessment to understand our organisation's most material Scope 3 emissions by spend. The boundary of the assessment included all assets that The Star has operational control over as per the National Greenhouse and Energy Report Act.

- In 2022 a second Scope 3 emissions materiality assessment was conducted which was based more directly on our operations. The assessment considered both future capital projects and our suppliers. It also surveyed team members on how they commute to work, to more accurately model scope 3 emissions from transport.

Supported by a third-party carbon consultancy, in FY22 we estimated Scope 3 emissions as 114,525 tonnes, in alignment with the Greenhouse Gas Protocol. Data collected for the assessment included some from FY21.

Our total carbon footprint is estimated as 4% Scope 1 emissions, 41% Scope 2 emissions and 55% Scope 3. 'Purchased goods and services' represent the largest portion of Scope 3 emissions (68%), with purchased meat products accounting for the largest portion within this category (12%).

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



A TIMELINE OF CLIMATE PROGRESS

2011

- The Star develops its first sustainability strategy.

2014

- The Star releases first iteration of its Sustainable Design and Operational Standards.
- The Star is targeting net-zero carbon scope 1 and scope 2 emissions for wholly owned and operated assets by 2030.

2015

- The Star undertakes its first climate risk assessment at each of our three casino properties.

2017

- Queen's Wharf Brisbane has become the first development to be awarded the 6 Star Green Star Communities rating in Brisbane.
- Achieved 5 Stars in The Star's first certified NABERS Energy Tenancy rating for the Sydney corporate office.
- Australian Hotels Association Awards – Environment and Energy category winner, The Star Sydney (2017).

2018

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

2019

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

2020

- The Star releases its first Climate-related Disclosures progress report.
- The Star releases its Beyond 2020 Sustainability Action Plan.
- The Star is implementing Scope 3 emissions management plans.

2021

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

2022

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

2023

- The Star targeted a 30% reduction in carbon emissions intensity by FY23 against a FY13 baseline (achieved 27% reduction).
- Phase 1 is completed at Corymbia, The Star's carbon offset and nature-based farm, with 63,500 seedlings planted.
- The Star Sydney wins Accommodation Australia NSW award for Best Environmental/Sustainability Practices.

2030

- The Star is targeting net-zero Scope 1 and Scope 2 carbon emissions for wholly owned and operated assets by 2030.

MANAGING CLIMATE RISK

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

Climate change risk forms part of the company risk register, and is managed under normal risk processes with oversight from the Board. We acknowledge that climate change, particularly in relation to planning and contingency planning, may create a range of potential impacts.

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

There is potential for changes in temperature and related weather events in the areas in which our properties are located. These changes may impact air conditioning, and standards for building, construction and design. Our Sustainable Design and Operational Standards help us to manage these risks by setting minimum standards for the design and operations of assets. These standards include mitigation and adaptation actions that must be applied to major projects, including regular risk assessments.

GOVERNING CLIMATE RISK MANAGEMENT

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

RISK ASSESSMENT METHODOLOGY

In the 2021 calendar year, we completed a physical climate risk assessment for each of our sites, building on previous assessments conducted in 2017 and 2019. The Representative Concentration Pathway 8.5 (RCP8.5) scenario was used for the physical risk assessment. This assumes minimal global efforts to reduce emissions, marked by the continued use of fossil fuels to power cities homes and businesses.

Our assessment was reviewed and updated in 2019 and again in 2021. Updates in FY22 included our transition risks and opportunities arising from the global transition to a low carbon economy. We undertook this assessment using the RCP2.6 scenario, which assumes strong mitigation efforts and active removal of atmospheric carbon dioxide.

Climate-related risks are integrated into The Star's overall risk profile and appetite. The Star is committed to proactively and systematically managing the risks within its business operations and embedding risk management in all business processes. The Star takes a continuous improvement approach to supporting systems and processes as the risk maturity of the organisation progresses. During FY23 two new risk committees were established including Property Risk Committees for Sydney and Queensland.



MANAGING CLIMATE RISK (CONT.)

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

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

The following table outlines how we are managing these risks.

KEY CLIMATE HAZARDS	EXISTING CONTROL MEASURES
<div data-bbox="1319 311 1396 390"></div> <div data-bbox="1436 305 1669 352">EXTREME HEAT</div> <div data-bbox="1436 362 1685 484"> Treasury Brisbane The Star Sydney The Star Gold Coast Queen's Wharf Brisbane </div>	<ul style="list-style-type: none"> Heat is addressed in the Sustainable Design and Operational Standards. For capital replacement of any HVAC facilities, The Star considers the projected increase in extreme heat days, heatwaves over 35°C and maximum mean temperature increase. The Star's building optimisation and analytics platform identifies tuning and efficiency projects, which enhance thermal comfort. The Star completes regular maintenance of onsite chillers. The Star completes energy and water audits every two years to ensure that short- and long-term efficiency opportunities are costed and presented to the business for implementation. The Star sites undertake an annual shut-down day testing of evacuation and emergency preparedness procedures. The outcomes are documented and actioned. The Star Sydney completed a capital upgrade project to seal parts of the main gaming floor in June 2020 to improve guest comfort levels. Revolving doors have been installed at the outdoor escalators and bar areas to reduce heat transfer. The design of the Queens Wharf Brisbane includes indoor plants, water features and passive cooling. At The Star Gold Coast, tinting has been provided on all glazing to reduce heat transfer into building.
<div data-bbox="1319 733 1396 812"></div> <div data-bbox="1436 727 1769 883">INCREASED RAINFALL INTENSITY AND INLAND FLOODING</div> <div data-bbox="1436 892 1646 981"> Treasury Brisbane The Star Sydney The Star Gold Coast </div>	<ul style="list-style-type: none"> Extreme rainfall is addressed in the Sustainable Design and Operational Standards. Implementation of a proactive awareness program for appropriate responses to extreme rainfall and flash flooding events. Regular inspections of stormwater pits and pumps, with maintenance and clearing if required, to prevent overflow and flooding. All stormwater designs for the Queens Wharf have been developed to withstand 1-in-100-year rain events and to allow water to leave the site without impacting the building. Emergency egress paths at the Queens Wharf have been reviewed by an independent certifier to ensure flood events do not compromise emergency exit. The Star has identified one event which would require a manual intervention by redirecting occupants to an alternative exit. The Star Sydney has installed a green roof which covers over 8,000 sqm. The green roof reduces storm water runoff and increases water quality. At The Star Sydney, a capital works program identified leaks in the roof that resulted in the replacement of the roof membrane. The Star Sydney has Emergency Planning to discuss emergency preparedness and management issues. Outcomes are implemented into emergency management and preparedness procedures. Wardens undertake testing drills to ensure that they are prepared to make decisions in emergency situations.
<div data-bbox="1319 1183 1396 1262"></div> <div data-bbox="1436 1178 1755 1281">SEA LEVEL RISE AND STORM SURGE</div> <div data-bbox="1436 1290 1652 1315"> The Star Gold Coast </div>	<ul style="list-style-type: none"> Sea level rise and storm surge are addressed in the Sustainable Design and Operational Standards. The Star is investigating the combination of hard and soft defence options to minimise the impact of storm tide inundation and ensure building and infrastructure design accommodates storm tide levels. The Star Gold Coast is situated at a higher elevation than surrounding areas and is therefore less likely to be impacted by sea level rise. Flood gates have been installed on site to prevent inundation.
<div data-bbox="1319 1361 1396 1440"></div> <div data-bbox="1436 1356 1795 1512">STORM EVENTS (INCLUDING CYCLONES, WIND AND HAIL)</div> <div data-bbox="1436 1521 1652 1615"> The Star Gold Coast Treasury Brisbane The Star Gold Coast </div>	<ul style="list-style-type: none"> Storm events including wind and hail are addressed in the Sustainable Design and Operational Standards. The Star has implemented an early warning intercommunications system (EWIS) to communicate with staff, tenants and patrons in the event of a storm. Staff receive training on emergency procedures to ensure that they can implement them during emergency situations. Roof checks of sites are conducted prior to an extreme weather event. The sites undertake annual evacuation exercises to test procedures. Emergency Management Plans, which include provisions for guests to shelter in place and an allocated assembly point. At The Star Gold Coast, all exposed utilities are secured. When wind speeds reach certain levels, areas or departments take reactive measures such as removing furniture.
<div data-bbox="1319 1671 1396 1750"></div> <div data-bbox="1436 1665 1612 1712">BUSHFIRES</div> <div data-bbox="1436 1722 1646 1778"> Treasury Brisbane The Star Gold Coast </div>	<ul style="list-style-type: none"> The Star's operational teams will look at the Bureau of Meteorology website and contact media personnel, prior to a predicted bushfire event.

REDUCING WASTE AND IMPROVING CIRCULARITY

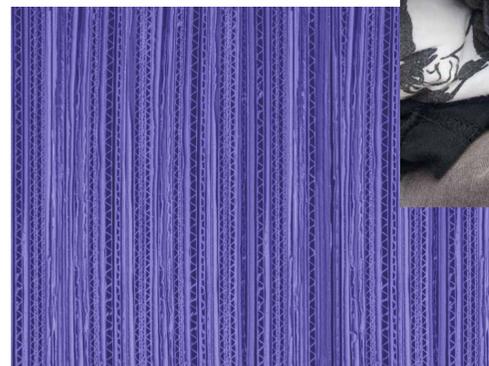
WASTE MANAGEMENT

The Star is committed to reducing total waste volumes, improving waste diversion from landfill, reducing food waste at the point of generation and organics recycling and increasing the number of recycling streams across its properties. The Star is a member of the Australian Packaging Covenant Organisation and submitted its first annual report in the FY23 reporting year.

In FY23, a new Waste and Recycling Strategy was implemented with a best practice, circular economy approach. The strategy focuses on opportunities to 'close the loop', including a continued focus on textile waste and the implementation of organics recycling at the Queensland properties.

The Star's waste and recycling figures include all waste generated from operations. Waste and recycling performance is benchmarked against the base year FY13 to track improvement. In FY23 recycling rates lifted for the Group by 13% to 46% compared to FY22 levels. This increase in landfill diversion rates was supported by an increase in textile recycling rates, donated furniture and equipment, in addition to increased co-mingled recycling tonnages.

The Star's food takeaway packaging is 98% compostable, targeting 100% as more packaging material solutions become available. During FY23, the Group continued its dynamic partnership with innovative textile recyclers to maintain ground-breaking pathways for obsolete uniform and linens and diverting 23 tonnes of material in 2023. Technologies have been deployed to weigh and monitor waste generation levels at source at The Star Sydney with further waste reviews conducted in FY23. Food donation partnerships continue with Oz Harvest with 67 tonnes of food donated to date. Waste and recycling performance and programs can be found on the company website, www.starentertainmentgroup.com.au/environment as well as The Star's FY23 Sustainability Report.



FY23 WASTE AND RECYCLING OUTCOMES

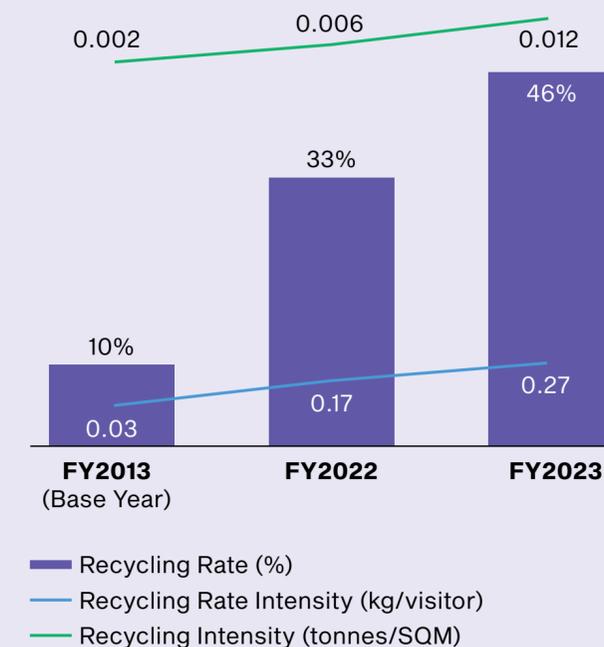
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Recycling streams diverted from landfill
Including batteries, organics, soft plastics, cardboard, linen and uniforms.

46%

Waste diversion in FY23
Representing a 13% increase from FY22 recycling rates.

THE STAR'S RECYCLING RATES



The FY13 base year for waste has been recalculated. 'Recycling intensity' kg/visitor has been used in FY17 to FY23, not 'waste to landfill intensity' kg/visitor as used in FY16, 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.

CASE STUDY**RECYCLING AND REPURPOSING TEXTILES**

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

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

Through Blocktexx alone, The Star has diverted 23 tonnes of obsolete hotel linen and team member uniforms from landfill in FY23, with the unwanted textiles processed into high-grade cellulose and PET pellets that can be used for a range of building and industry applications.

COLLABORATING TO DRIVE CIRCULAR SOLUTIONS**WORKING WITH INDUSTRY THROUGH THE SUSTAINABLE DESTINATION PARTNERSHIP**

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

Through the partnership, The Star collaborates with member organisations to drive efficiencies in energy in and water performance and reduce carbon emissions. The Star also assisted in the design and formation of the City of Sydney’s Sydney Single-use Pledge, making a commitment to reduce single-use plastics across all 60 bars and restaurants and eight hotels.

SUSTAINABLE DESTINATION PARTNERSHIP**PLEDGING TO REDUCE SINGLE USE PLASTICS**

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

Since then, The Star has been removing or replacing single-use plastics, including straws, cutlery, and packaging, in favour of sustainable paper, FSC (Forest Stewardship Council) certified wood and compostable alternatives. This process includes continuing to work with key suppliers to test and trial sustainable product alternatives that meet The Star’s high brand standards.

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



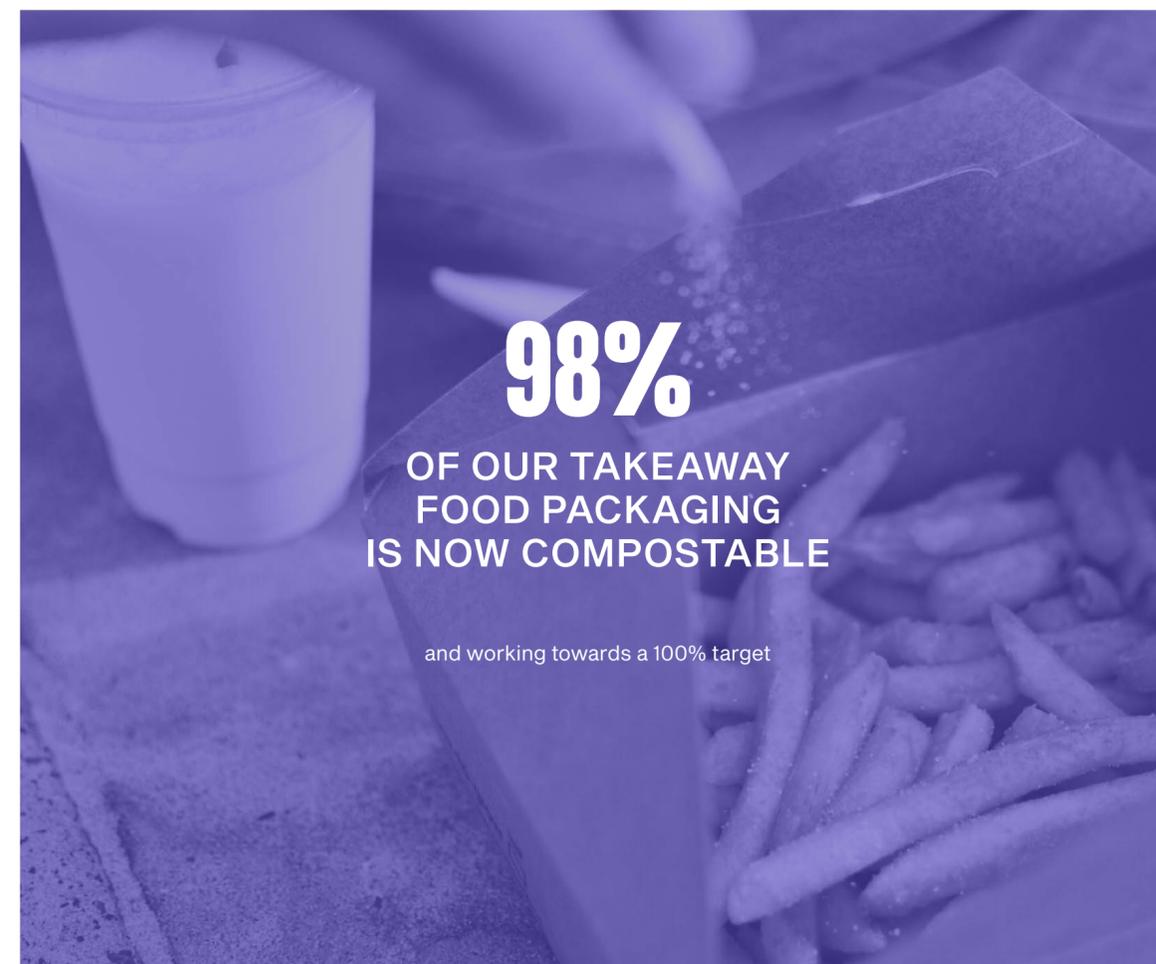
CASE STUDY

COLLABORATING WITH THE AUSTRALIAN PACKAGING COVENANT ORGANISATION (APCO)

In conjunction with our commitment to reducing single-use plastics, The Star acknowledges the breadth of other packaging materials utilised across the business and aims to eliminate packaging that does not serve an essential purpose.

In FY23, The Star submitted its first annual report and Action Plan as a new member of The Australian Packaging Covenant Organisation (APCO), publicly defining The Star's commitment towards sustainable packaging across the organisation. APCO is a not-for-profit organisation leading the development of a circular economy for packaging in Australia.

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



REDUCING OUR POTABLE WATER USE

Water management forms part of the company's sustainability strategy and targets. The company reduced its water consumption intensity (kL/SQM) in FY23 by 8.9% compared to FY13 (baseline), however was 21% short of target measured from FY13 to FY23 target completion year.

The Star's water consumption is inextricably linked with visitation and the services provided by its properties, including hotel facilities and the operation of kitchens, bars and restaurants.

As a result of expected increases in visitation in FY23, compared to the restricted operations and property closures experienced FY22, water use has been impacted. As normal operations resume, it is anticipated water consumption will increase in line with FY19 levels and property visitation trends. Total potable water use for FY23 was 745ML.

Water consumption per visitor decreased 7.4% in FY23 compared to FY22 from 56.22L/visitor to 52.08L/visitor and water consumption intensity measured by square metre was 2.41kL compared to 2.65kL/SQM in FY13 (base year). The Star continues to monitor consumption and performance.

WATER EFFICIENCY PROGRAMS

As part of our improvement plan, The Star Gold Coast completed a sitewide hydrological audit in late FY22 to identify water efficiency opportunities. In addition to the audit, a water meter gap analysis is underway and both The Star Sydney and The Star Gold Coast that will support effective monitoring and water management across each of the properties.

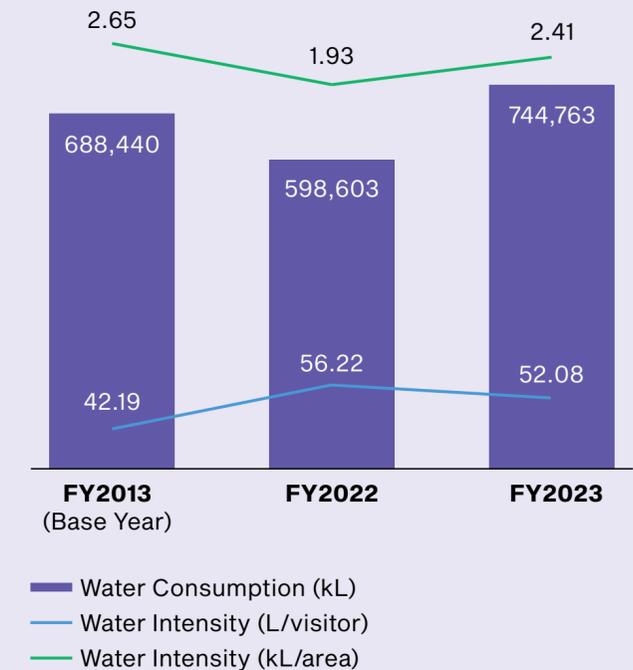
The Star's Sustainable Design and Operational Standards were updated in FY23 to remain aligned with new Green Star building requirements for net-zero buildings. The Standards outline the requirements for minimum standards in The Star's building design and operation including implementing high WELS rating fixtures, fittings and the utilisation of recycled water and rainwater capture where possible.

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

UPGRADING REVERSE OSMOSIS PLANT

Plans are underway to recommission The Star Gold Coast's Reverse Osmosis plant by the first quarter of 2024, reducing the reliance on mains water consumption through the generation of recycled water. Once commissioning is complete, the plant is expected to produce around 170,000kL of recycled water per annum. The Star Gold Coast's cooling tower consumption is between 10-60% of the site's total water consumption, depending on time of year. Accordingly, recycled water will initially be directed to the cooling towers and for irrigation purposes.

THE STAR'S WATER CONSUMPTION



Notes: 1.69% of FY23 invoices based on cost were unbilled at the time of reporting. The missing usage for water has been estimated 6.8% (36ML).

NATURE AND BIODIVERSITY

CORYMBIA, THE STAR'S CARBON OFFSET AND NATURE-BASED FARM

In December 2020, The Star procured a parcel of land in Gympie, QLD to establish its first carbon offset project with the intent to create a land for nature and for endangered species.

The project forms part of the company's strategy to achieve net zero Scope 1 and Scope 2 emissions from fully owned and managed assets by 2030 and will help support residual emissions offsetting. The company registered an Emissions Reduction Fund project with the Clean Energy Regulator named Lower Wonga Native Regeneration Project.

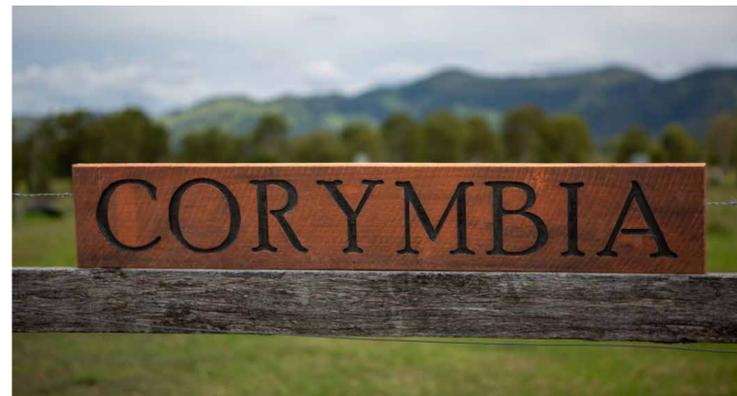
During FY23 working closely with partners, 63,500 native trees and over 63 hectares have been planted in line with the revegetation plan. Audit work continues to generate ACCUs from the planting progress towards The Star's net zero pathway.

Initial biodiversity assessments were completed onsite to measure the abundance of native and pest species onsite and to establish a baseline for ongoing biodiversity monitoring. Annual assessments continue to measure the proximity and abundance of key species to the site, particularly koala and glossy black cockatoo. Sustainable agriculture opportunities are being explored to provide produce streams in The Star's Queensland restaurants that support local farming communities.

TASK FORCE ON NATURE RELATED FINANCIAL DISCLOSURES

Consistent with the commitments in the company's *Responsible Business, Sustainable Destinations* strategy to contribute to support biodiverse ecosystems and curb nature loss, The Star is closely following the development of the Taskforce for Nature-related Financial Disclosures (TNFD).

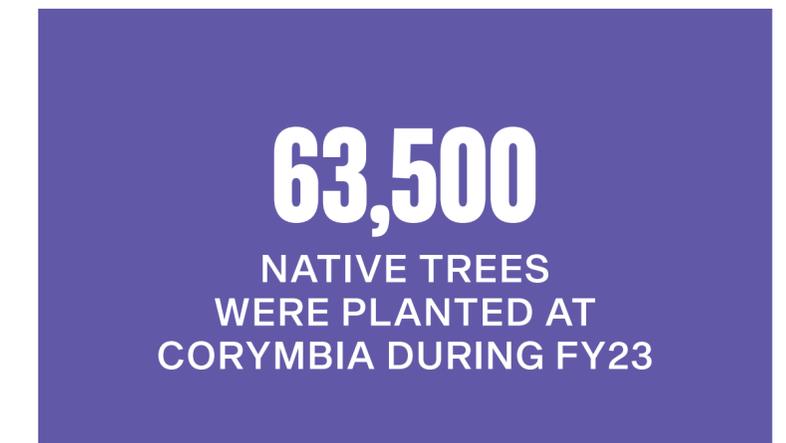
The TNFD is a framework developed to enable businesses to better understand, manage, and disclose their nature-related risks and opportunities. The TNFD is expected to release its final recommendations in September 2023. During FY23, The Star conducted a high-level preparedness assessment to begin aligning to the TNFD. This assessment identified the following possible actions, which will be explored from FY24 onwards:



- **Governance:** establish formal oversight of nature-related risks and opportunities at The Star.
- **Strategy:** conduct a nature-related risk and opportunity assessment on select aspects of The Star's value chain.
- **Risk Management:** review The Star's existing processes relating to climate risk and supply chain risk and consider opportunities for integrating nature risk.
- **Metrics and Targets:** review and where appropriate update The Star's existing nature-related targets and report progress against these targets in future annual reporting.

The Star expects to include further information on its approach to nature (including reporting progress on key nature-related initiatives such as Corymbia) in-line with the TNFD from FY24 onwards.

FY23 REVEGETATION PLAN



SUSTAINABLE AND RESPONSIBLE SOURCING



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

As part of our Procurement operations, we ensure relevant audits and certifications are obtained prior to high-risk purchases, including certifications in relation to timber (Forest Stewardship Council), seafood (Marine Stewardship Council) and food safety audits (i.e. HACCP). We have a Standing Operating Procedure to help ensure that timber products being imported are not sourced from illegal logging. Our category management is refined to ensure we can understand opportunities to engage suppliers in innovation, and make more environmentally sustainable choices.

As part of the contracting process, suppliers are required to agree to comply with the Supplier Code of Conduct.

Our approach to understanding and managing modern slavery risks in our operations and supply chain is detailed on page 55 of this report.

In FY23, The Star became members of Supply Nation, a non-profit organisation that aims to grow the Aboriginal and Torres Strait Islander business sector through the promotion of supplier diversity in Australia.

DESTINATION STEWARDSHIP

BUILDING FOR A SUSTAINABLE FUTURE

New buildings, major retrofits and upgrades are subject to our Sustainable Design and Operational Standards in addition to planning controls. These Standards were updated in FY23 to remain aligned with new Green Star building requirements for net-zero buildings. We undertake third party certified environmental ratings on our buildings, including the Green Building Council of Australia Green Star rating, National Australian Built Environment Rating System (**NABERS**) ratings, and EarthCheck.

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

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

Baseline ratings undertaken at The Star Sydney and The Star Gold Coast in 2019 and 2020 respectively, helped us measure the impacts of our previous efforts. A continuous improvement plan and recertification over a three-year cycle guides our sustainability performance progress and allows for improvements to be recognised. In FY23, The Star Gold Coast completed its first Green Star – Performance Recertification and was awarded 3 stars by the Green Building Council of Australia. This rating aligns with The Star Sydney’s rating and is equivalent to “good practice”.

This year, we maintained our target to achieve third-party certified environmental ratings across more than 90% of our managed portfolio on a square metre basis.

GREEN BUILDING RATINGS

INTEGRATED RESORT	RATING	STATUS
The Star Brisbane, QLD	6 Star Green Star Communities Rating v1	●
	Tower 1 – Design & As Built v1.1 Design Review	●
	IRD, 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	3 Star 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	●
The Star Sydney, 80 Pyrmont Street, Pyrmont NSW	3 Star Green Star Performance rating	●
The Star Entertainment Group’s Sydney corporate office, 60 Union Street, Pyrmont, NSW	5.5 Star NABERS Tenancy Rating	●
	5 Star Green Star Interiors rating	●
Gold Coast Convention and Exhibition Centre	Earth Check Platinum Certified	●

● Achieved ● Committed

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

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

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

FY2023 HIGHLIGHTS

- EarthCheck platinum-certified and working towards Masters certification.
- Developed a five-year sustainability plan, aligned to UN SDGs.
- Offers a Green Event Checklist and Guide to support event planners.
- Developed a proprietary carbon calculator to allow events to measure carbon footprint (to be launched in Q4).
- Invested in low energy audio visual equipment, including; LED expo lighting and retiring mercury based lamps; LED-based moving light inventory; and acquiring new laser projectors to begin removing xenon and mercury lamp projection from inventory.

- Installed an additional 30 recycling bins and signage throughout meeting rooms and foyers.
 - Built onsite herb gardens for kitchen use.
 - Quarterly Green Team meetings.
 - Supported diversity and local businesses.
 - Recycled water used throughout gardens.
- EarthCheck Regional leader in:
- Community Contributions.
 - Waste Recycling and Waste Sent to Landfill.
 - 124.6 kg CO₂-e/square metre Greenhouse Gas Emissions (Scope 1 and Scope 2) against a regional average of 174.9 kg CO₂-e/square metre.

AWARDS AND ACCOLADES

- Best Sustainable Venue, Spice Awards
- Best In-House Catering at a Convention Centre, Spice Awards
- Platinum status – 15 years, EarthCheck
- Regional Leader across several measurement categories



On average we save **6,736 litres** of water a **day**.

We love to make a splash.

This sign is printed on recyclable materials



gold | convention and exhibition centre

We offer biodegradable or recycled cups, crockery and cutlery. It lets us offset **16 tonnes** of CO₂ annually.

This sign is printed on recyclable materials



gold | convention and exhibition centre



PEOPLE

FOSTER WELLBEING AND ENHANCE COMMUNITIES,
WITHIN AND BEYOND OUR PRECINCTS.



EMPLOYEE ATTRACTION AND DEVELOPMENT

The Star is committed to attracting, developing and training our people to deliver outstanding guest experiences and ensure all regulatory requirements are met. Our team members are at the centre of what we do and making sure all are equipped with the necessary skills and training to do their roles effectively, is critical.

The Star's commitment to meeting new regulatory requirements, regaining the trust of stakeholders and returning to suitability in NSW and Queensland, is reflected in the development of a detailed remediation program and the design and delivery of an Internal Control Manual uplift project. The necessary on-boarding and training requirements as part of updating our systems, processes and policies have also been established.

The necessary training requirements as part of updating our systems, processes and policies have also been established.

Four new training modules were created and numerous more updated in line with the uplift requirements.

Team members are required to read and understand the new policies and compliance framework and complete the corresponding training.

The Star's training modules will not only ensure compliance and regulatory standards are satisfied but they will also contribute to our team members' development through an uplift in skills.

RAISE IT

In FY23, The Star launched a campaign titled 'Raise It', aimed at creating a workplace where all team members are encouraged and empowered to raise concerns with their leaders or by utilising other escalation options.

New, mandatory Whistleblower Training for all team members in the business, was also created.

As part of the 'Raise it' Program, a face-to-face training program for managers with direct reports, was activated.

This was designed to help managers respond supportively to staff who flag breaches and other reportable events. Key data and reactions to the first stage of training program included:

- 294 participants.
- 61% feedback response rate.
- 95% of participants agreed that the training helped them.
- 93% satisfaction with the training.

THE STAR ACADEMY

The Star is dedicated to building talented teams that provide outstanding experiences for our guests.

The company's learning, training and development programs focus on upskilling team members and leaders across all our locations.

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



LEADERSHIP CENTRE

In FY23, The Star's Leadership Centre saw the Discovery Suite and Supernova leadership development programs completed.

The Discovery Suite delivered a package of development modules designed to elevate the capability of The Star's leaders.

The Supernova program was introduced as a specialised leadership program to support the development of those in the organisation, who were identified as part of a FY22 talent review of future leaders.

Key data from the Supernova (high performer) program included:

- 84% completion rate.
- Increased engagement scores for the 20 high performing leaders who completed the Supernova program. (This was especially noteworthy in the growth, mentoring and openness scales, which averaged 1.2 points above the benchmark).
- 57% of participants experienced a positive move into a new role or are now in an 'Achieving Leader' pool.
- All candidates completed an externally facilitated 360 feedback and coaching session.

EMPLOYEE ATTRACTION AND DEVELOPMENT (CONT.)

FUTURE LEADERSHIP PLANS

- Launching a revitalised mentoring program targeted at middle and senior managers.
- A 'Lunch and Learn' Program with risk, compliance and legal seminars.
- Leadership Development as part of The Star's remediation program.

THE FOUNDATION CENTRE

The Star's signature program 'Star Quality' is run from The Foundation Centre, along with numerous development programs for team members. Learning modules are offered virtually and face to face facilitation occurs through business leaders, and specialist learning and development facilitators.

THE SKILLS CENTRE

The Skills Centre is home to all technical training, providing team members specialised training and development opportunities. It is home to The Star Graduate Program, The Star Culinary Institute and the Food and Beverage Skills Program.

THE STAR GRADUATE PROGRAM

Established in 2018, 57 tertiary-educated graduates have been welcomed across the Technical, Hospitality and Corporate programs.

In January 2023, a new cohort of nine graduates was welcomed and in March 2023 the FY22 cohort held their graduation at The Star Gold Coast. The Star Graduate Program has maintained very high levels of employability and retention, with 30 graduates who completed the program securing full-time roles with the business.

THE STAR CULINARY INSTITUTE

Despite the challenge of labour shortages in the hospitality industry across Queensland and Australia, The Star Culinary Institute (SCI) continues to attract, nurture, and develop apprentices, who are highly skilled in the kitchen, and passionate ambassadors for the industry.

SCI offers full-time and school-based apprenticeships across Commercial Cookery, Retail Bakery and Patisserie. In FY23, 10 apprentices completed the program, with 80% of those finding full-time roles at The Star. Over the past 11 years, the program has welcomed over 500 apprentices.

The success of SCI is highlighted by the outstanding achievements of graduates at local and international competitions, such as the WorldSkills Australia National Championships and the Queensland Tourism Industry Council Salute to Excellence Awards.

In FY23, The Star continued to support the National Indigenous Culinary Institute, a leading organisation aimed at connecting aspiring First Nations chefs with some of Australia's leading restaurants.

FOOD AND BEVERAGE SKILLS

In FY23, 1599 Food and Beverage team members participated in various onboarding and training sessions through The Star Academy. Of 79 team members assessed, 71 were successful in moving up a to a level 3 standard.



DIVERSITY AND INCLUSION

DIVERSITY & INCLUSION TEAM MEMBER NETWORK GROUPS

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

DIVERSITY & INCLUSION STEERING COMMITTEE

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

OUR TARGETS

45%

FEMALE & MALE
AT SENIOR
LEADERSHIP LEVEL

10%

NON-BINARY
GENDER IDENTITIES
AT SENIOR
LEADERSHIP LEVEL

5%

YEAR ON YEAR
IMPROVEMENT IN THE
AUSTRALIAN WORKPLACE
EQUALITY INDEX (AWEI)

20%

ASIAN REPRESENTATION
AT SENIOR
LEADERSHIP LEVEL

DIVERSITY AND INCLUSION (CONT.)

WORKPLACE GENDER EQUALITY AGENCY

WORKPLACE GENDER EQUALITY AGENCY COMPLIANCE REPORT

As required under the Workplace Gender Equality Act (WGEA) 2012, The Star submitted its annual compliance report in May 2023. This report captures gender representation at all levels and role types within the organisation, gender pay parity, and other inclusion markers. The Star reported an organisation-wide gender pay gap for total remuneration for the 2022–23 reporting period at 4.5% compared to 6.7% from the previous year.



WORKPLACE GENDER EQUALITY AGENCY'S EMPLOYER OF CHOICE FOR GENDER EQUALITY CITATION

The Star is a proud recipient of the WGEA Employer of Choice for Gender Equality (EOCGE) awarded in March 2022. EOCGE is a recognition of employers in Australia that have a genuine commitment to gender equity.

GENDER SCORECARD

46%
WOMEN

54%
MEN

39.9%

FEMALE REPRESENTATION
ACROSS LEVELS OF WORK
FROM 1-4

4.5%

GENDER PAY GAP
VS 6.7% FROM THE
PREVIOUS YEAR

The above as at 31 March 2023

DIVERSITY AND INCLUSION (CONT.)

EMPLOYEE NETWORK GROUPS

BALANCE@THESTAR

We aim to promote gender equity in all aspects of our business by championing change and advocating opportunities for all individuals.

RECOGNITIONS

The Star was ranked #4 in the Top 101 Companies for Women published in the Herald on March 2023 in collaboration with Work180. The Star was amongst companies like EY, Cisco, and many others. This recognition is a testament to The Star's commitment to gender equity.

Balance@TheStar plays a key role in delivering initiatives all year round. Some of the initiatives delivered include:

- Inclusive Leadership training.
- Annual Walk & Talk event, conversations on gender equity within the workplace, and networking with leaders from around the business to help share an understanding of barriers.
- Inclusive Paid Parental Leave Policy.
- Dedicated Parents' Rooms in each of our properties.

- Parents and Carers Community's Keeping in Touch Days to support team members during parental leave.
- Looking at gender pay in like-for-like roles as part of our annual remuneration review process.

OTHER CELEBRATIONS INCLUDE:

- National Carers Week.
- International Equal Pay Day.
- Movember.
- International Men's Day.



CASE STUDY

WORKING FLEXIBLY AT THE STAR

Ross Titterton, Table Games Supervisor has been with the company since 1997. His son Liam, the oldest of his 3 sons suffers from Acute Demyelinating Encephalomyopathy (**ADEM**).

ADEM is an auto-immune disease that attacks the immune system. Due to ADEM Liam has suffered from brain lesions resulting in a loss of all motor skills and is classed as a quadriplegic.

Liam is skilled at Boccia, the world's fastest growing and most inclusive Paralympic sport. Boccia is very similar to Bocce except it is played by persons with a disability.

Liam is a Tasmania and Queensland champion and recently won gold medals for both his individual and team events at the SA state titles. He has a good chance of competing at the 2028 Paralympics.

The Star has allowed Ross to work flexibly with preferred morning shifts and weekends off.

This allows Ross to assist in caring for Liam in the afternoons as well as on the weekends when no care is available.

Ross and Liam are huge supporters of the Steve Waugh Foundation and have participated in charity events to help raise money for the foundation.



DIVERSITY AND INCLUSION (CONT.)

PROUD@THESTAR

The Star's LGBTQI+ employee-led network group aims to create a safe and inclusive work environment by providing LGBTQI+ team members a platform of support and representation, to participate in LGBTQI+ days of significance and become an ally and friends of the community.

AUSTRALIAN WORKPLACE FOR EQUALITY INDEX

In November 2022, The Star received a Gold ranking in the prestigious Australian Workplace Equality Index (AWEI). To maintain Gold, The Star will once again participate in this year's AWEI iteration and will commence with a Foundation (Bronze) submission, followed by an Advance (Gold) submission in January 2024.



PROUD@THESTAR INITIATIVES INCLUDE:

- Internal Ally training.
- Trans and gender-diverse awareness training for HR professionals.
- Review of LGBTQI+ HR inclusive policies such as Domestic and Family Violence Policy, Parental Leave inclusive of surrogacy, adoption, foster and guardianship, and chosen families.
- Review of Gender Affirmation guide to support team members and leaders in their affirmation journey.
- All-gender bathrooms.
- Providing resources on LGBTQI+ inclusive and negative language guides for leaders and team members.
- LGBTQI+ related Grievance Officers and advisory board to help team members in all matters relating to gender affirmation advice, bullying and harassment, trans and gender diverse matters and so much more.
- LGBTQI+ inclusive recruitment.

UNITY@THESTAR

The Star supports cultural diversity and inclusion for all and is driving leadership representation and professional development for our Asian team members, aiming for 20% Asian representation (senior leadership level) by 2023.

The Star is committed to a welcoming workplace. We recognise the unique insights, perspectives, and backgrounds of each team member.



AMBASSADOR'S PROGRAM

Program Overview:

Achieve an honest dialogue through a safe and semi-structured series of conversations between Ambassador and Grasshoppers, to share information and gain a better understanding of what impacts the career objectives and aspirations of our culturally and linguistically diverse leaders and team members.

OTHER INITIATIVES INCLUDE:

- Unity/ Belonging Week.
- Lunch and Learn.
- Stories@TheStar.

CELEBRATING 70+ CULTURES AT THE STAR

Here at The Star, we believe that embracing and recognizing the rich tapestry of backgrounds, traditions, and perspectives helps create an inclusive workplace where everyone feels valued and respected.

The Star celebrates:

- Lunar New Year.
- Harmony Day.
- International Day Against Racism.
- Ramadan, Eid al-Fitr.
- Diwali celebrations.

DIVERSITY AND INCLUSION (CONT.)

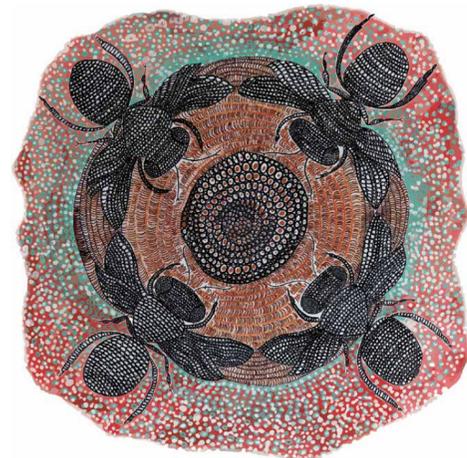
RECONCILIATION@THESTAR

The Star Entertainment Group's vision for reconciliation is an Australia that is fair and inclusive and celebrates Australia's First Nations people and culture.

We recognise the importance of working in respectful partnership with Aboriginal and Torres Strait Islander people and businesses to create sustainable and collaborative opportunities for a reconciled Australia.

Reconciliation@TheStar employee network group meets monthly to learn, share, and work together toward reconciliation through the following priorities:

- Awareness and education.
- Community and team engagement.
- Local approach.



OUR MISSION

- Create meaningful engagement with our Aboriginal and Torres Strait Islander team members.
- Create safe and inclusive spaces for team members and guests.
- Support Aboriginal and Torres Strait Islander communities and businesses.

INITIATIVES INCLUDE:

- Participation in the First Nations Employment Index 2022 and upcoming 2024
- Partnership with the National Indigenous Culinary Institute (NICI) to help create highly skilled Indigenous chefs by providing apprentices with appropriate training and mentorship.
- Team activities and communications to support National Reconciliation Week and NAIDOC week.

NAIDOC WEEK

NAIDOC week celebrations highlight the rich and diverse cultures, histories, and achievements of Aboriginal and Torres Strait Islander peoples. NAIDOC week is an opportunity to learn about, support, and participate in celebrations of the oldest continuous living cultures on Earth.

NEVILLE BONNER BRIDGE, QUEEN'S WHARF BRISBANE

The life and legacy of Australia's first Indigenous parliamentarian, Neville Bonner is being honoured with the naming of the Neville Bonner Bridge, a new inner-city pedestrian bridge to be built as part of the Queen's Wharf Brisbane project. Naming the new bridge after Senator Bonner acknowledges a great life of service to Queensland and Australia, and symbolically links cultures.

Named Australian of the Year in 1979 and appointed an Officer of the Order of Australia in 1984, Senator Neville Bonner worked tirelessly to ensure Aboriginal people retained their cultural identity while acquiring the economic, educational, and social opportunities that non-Indigenous Australians took for granted. He is remembered for the contribution he made to increasing understanding in our community of the rich cultural heritage of Aboriginal people. The Neville



Bonner Bridge will link both sides of the Brisbane River, forming a stronger connection between the popular South Bank arts and cultural precinct and the future Queen's Wharf Brisbane precinct. It will also be a focal icon for the development, adding to Brisbane's collection of unique bridges and enabling greater connectivity across the CBD.

DAYS OF SIGNIFICANCE INCLUDE:

- National Close the Gap Day.
- Reconciliation Week.
- NAIDOC Week.
- Indigenous Literacy Day.

SAFETY AND WELLBEING

The COVID-19 pandemic had a profound impact on people’s mental health, creating unprecedented challenges and exacerbating existing mental health issues.

The prolonged disruption to daily routines, financial insecurity, and loss of social connections have contributed to increased stress, anxiety and depression in the community. Our team members and guests have not been immune to these impacts. For our community, the pandemic has not been the only challenge – the findings from the Bell and Gotterson reviews have triggered considerable organisational change.

We are mindful that psychosocial risks at work, such as the effectiveness of change management, can impact team members’ mental health. As such, a key focus has been training leaders to provide open and transparent communication to destigmatise mental health issues and to foster a culture of understanding, inclusion, care and support. We are committed to continuous improvement and having controls in place to ensure psychological safety and wellness will continue to be reviewed and strengthened.

We have prioritised raising awareness about mental health and wellness through various communication channels. Our intranet, email newsletters and internal social platforms provide regular updates on mental health resources and initiatives including Unmind – our mental health toolkit. Awareness facilitated by activities such as leader-led ‘*Safety Shares*’ and ‘*Wellness Week*’ have provided opportunities to encourage and teach our people to build resilience, look out for one another and recognise when colleagues might be struggling, to have supportive conversations and to support referrals to both leaders and our Employee Assistance Program.

We have established wellbeing metrics to track progress and to identify areas for improvement as we endeavour to align initiatives with the evolving needs of our people. Through team member surveys and feedback mechanisms, we gather valuable insights regarding the effectiveness and perceived impact of our programs. This data helps us identify trends, understand specific challenges faced by different employee groups, and make informed decisions to refine and expand our initiatives. We regularly review our wellbeing metrics to ensure they capture the holistic nature of mental health and reflect the evolving understanding of wellbeing in the workplace.

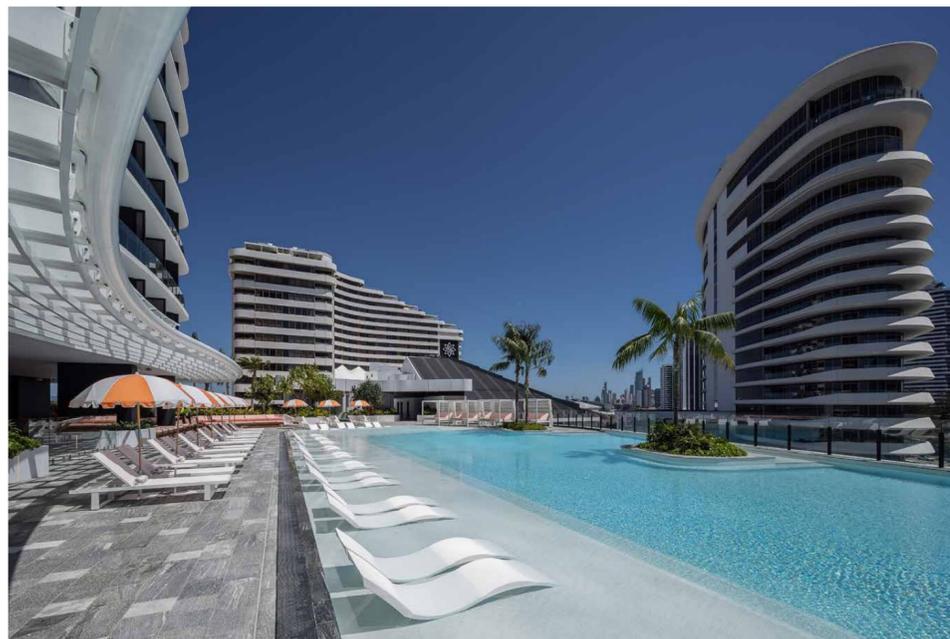
To support our continued ability to self-insure for workers’ compensation purposes, an external audit was conducted in early 2023 which included a review of our Safety Management System and its implementation in key departments. Our overall score was 87% which represented an improvement on our previous 2021 audit result and significantly exceeded the pass requirement of 70%. Irrespective of this achievement, our total recordable incident frequency rate, based on accepted workers’ compensation claims, has increased to 16.9. A review of our injury data shows a trend for team members to suffer more injuries in their first year of work for The Star than those who have been with us for longer, albeit these injuries are typically the result of low consequence incidents. These insights have underpinned an increased focus on manual handling training and the training needs of our apprentices. In addition, we have made bespoke online health and safety risk management and hazard identification training available to all team members.

FY23 SAFETY MANAGEMENT OUTCOME

87%
AUDIT RESULT
SIGNIFICANTLY EXCEEDING
70% PASS REQUIREMENT
SCORE

The Star recognises that the wellbeing of our people is important because healthy people are safer, happier, more resilient, more collaborative and more engaged.

SAFETY AND WELLBEING (CONT.)



Three significant health and safety projects were conducted in FY23; an in-depth review of all safety procedures for the swimming pools at each of our properties; an examination of the factors impacting our increased injury claim rate; and the replacement of all balustrade glass on one of our recently completed towers at the Gold Coast. Two panels of balustrade glass spontaneously broke which triggered a comprehensive risk review by external consultants. With team member and guest safety at the forefront of all decision making and with an abundance of caution, The Star commenced a balustrade glass replacement program for the entire building.

The Star will continue to reinforce and strengthen our safety practices, behaviours and culture across all areas of the organisation in FY24. The Star recognises that the wellbeing of our people is important because healthy people are safer, happier, more resilient, more collaborative and more engaged.

ETHICAL SUPPLY CHAIN AND MODERN SLAVERY

The Star takes a long-term view towards responsible and sustainable procurement with relationships with our suppliers being future focussed and mutually beneficial.

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

SUPPLIER CODE OF CONDUCT

Our Supplier Code of Conduct outlines expectations and requirements in the following areas, and suppliers are required to comply with the Code as part of the contracting process.

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

SUPPLIER MANAGEMENT

Our Supplier Management Strategy is multifaceted and incorporates elements of our modern slavery approach, Supplier Code of Conduct, supplier expectations, the way we classify and risk assess our suppliers, and the way we onboard suppliers into our business. Questions related to modern slavery are included in our request for tender or proposal process for all major suppliers. There are also modern slavery clauses within the standard Purchase Order and Supplier Agreement contracts for new suppliers. These reference requirements relating to modern slavery, and contain auditable obligations.

MODERN SLAVERY

Modern slavery includes forced labour, forced or servile marriage, debt bondage, forced commercial sexual exploitation, human trafficking, slavery-like practices, and the sale and exploitation of children. It is a hidden crime that affects approximately 41,000 people in Australia and is pervasive in global supply chains. According to the Global Slavery Index, it is estimated that globally, approximately 50 million people are living in modern slavery on any given day, which includes over 27 million people in situations related to forced labour.

The Star is committed to protecting and supporting the rights of people within our business and supply chain. We develop our human rights due diligence process based on the United Nations Guiding Principles on Business and Human Rights to understand and address the risks of modern slavery.

Through a review of our operations and data analysis of our direct suppliers in FY22, we have increased our understanding of modern slavery risks and continue to develop risk management and supplier engagement programs accordingly.

This program of work is ongoing, and undertaken by the Modern Slavery Working Group that comprises members from social responsibility, procurement, and employee relations teams.

As part of our obligations under the *Modern Slavery Act 2018* (Cth), The Star provides an annual modern slavery statement that addresses reporting requirements during the financial year, which is submitted to the Australian Border Force Modern Slavery Register by 30 December each year. To read The Star's most recent Modern Slavery Statement please visit www.starentertainmentgroup.com.au/modernslavery

THE STAR'S MODERN SLAVERY PROGRAM FY23

The Star's Modern Slavery program is based on the Guidance for Reporting Entities provided by the Australian Government and adopts a human rights due diligence framework, with the following priorities:

POLICY COMMITMENT

The Star makes statements of commitment to respecting human rights and combatting modern slavery in the Annual Report, Sustainability Report, Global Compact Network Annual Communication of Progress, and annual Modern Slavery Statement.

Policies regarding modern slavery and/or human rights include the Ethical Sourcing Policy, Supplier Code of Conduct and Code of Conduct.

In 2021 The Star introduced clauses related to modern slavery and the right to audit into supplier contracts and purchase orders.

DUE DILIGENCE – ASSESSING MODERN SLAVERY RISKS

The Modern Slavery Working group meets regularly to develop and implement The Star's due diligence process and engage with relevant stakeholders. The working group comprises members from Procurement, Social Responsibility, Employee Relations, and Operations.

ETHICAL SUPPLY CHAIN AND MODERN SLAVERY (CONT.)

The Star has assessed modern slavery risks with 99% of direct suppliers through data analysis in FY22. This includes both capital and operational expenditure and does not include payments passed through Accounts Payable that do not relate to the provision of goods and services.

Modern Slavery Risks were mapped against the Global Slavery Index and other modern slavery reports which highlight inherent geography, industry, or product risks.

Results from the FY22 data analysis indicate that the inherent risk for The Star's direct supply chain is relatively low, with most suppliers (86%) being in Australia. However, we understand there are risks deeper in the supply chain that need to be better understood and managed.

Since 2021, 72 self-assessment questionnaires have been sent to higher risk suppliers, including 12 in FY23. Self-assessment questionnaires provide insights into how The Star's suppliers understand and manage modern slavery risks within their operations and supply chain. This provides a basis upon which to develop supplier engagement, awareness, and capability, and take further action if required.

In FY23 The Star created a Modern Slavery Risk Matrix where risks to people in our operations and supply chain are categorised and mapped, so they may be better understood and managed through team member and supplier engagement.

Since 2021, questions relating to modern slavery risks have been included in the tender process for key suppliers.

INTEGRATING FINDINGS AND TAKING ACTION

In FY23, reviews were undertaken with four cleaning/housekeeping contractors due to complaints from unions or whistleblowers. Although these complaints were not directly related to modern slavery, they raised concerns about labour exploitation, which is on the continuum of exploitation and a red flag for modern slavery. Following the reviews, The Star no longer works with three of the contractors, and has agreed on remediation actions with the fourth.

Further outcomes of the reviews included improvements in the procurement and on-boarding process for this supplier category, including additional modern slavery / labour rights questions with higher weightings, introducing pro-active reviews, and including labour rights discussions within regular performance reviews.

TRACKING EFFECTIVENESS

There have been limited opportunities to track the effectiveness of The Star's actions in combatting modern slavery, however completion rates for modern slavery training and supplier engagement are tracked as a measure of effectiveness of the program.

COMMUNICATING AND REPORTING

The Star has communicated its activities and progress by providing public reporting through the Annual Modern Slavery Statement, Annual Report, Sustainability Report and the UN Global Compact Network Annual Communication of Progress.

We aim to continue to improve our modern slavery program and reporting through attending industry events and forums, and reviewing published reports including Monash University Business School, Centre for Financial Studies, Measuring Disclosure Quality of Modern Slavery Statements (Dec 2021) and Australian Council of Superannuation Investors, Moving from paper to practice: ASX200 reporting under *Australia's Modern Slavery Act* (July 2021)

STAKEHOLDER ENGAGEMENT AND EDUCATION

Modern slavery training is mandatory for our legal, procurement and supply chain teams. In FY23 we updated the on-line training module in line with the Global Slavery Index, and we are planning to conduct more detailed engagement with our teams and suppliers based on category specific risks.

Supplier engagement is undertaken through the procurement process, supplier management and self-assessment questionnaires for higher risk supplier categories.

Our Whistleblower Protection Policy and whistleblower service encourages team members, suppliers, and their employees to raise issues anonymously and in multiple languages. This is communicated in our Supplier Code of Conduct, available on our website and in the training for on-premises contractors.

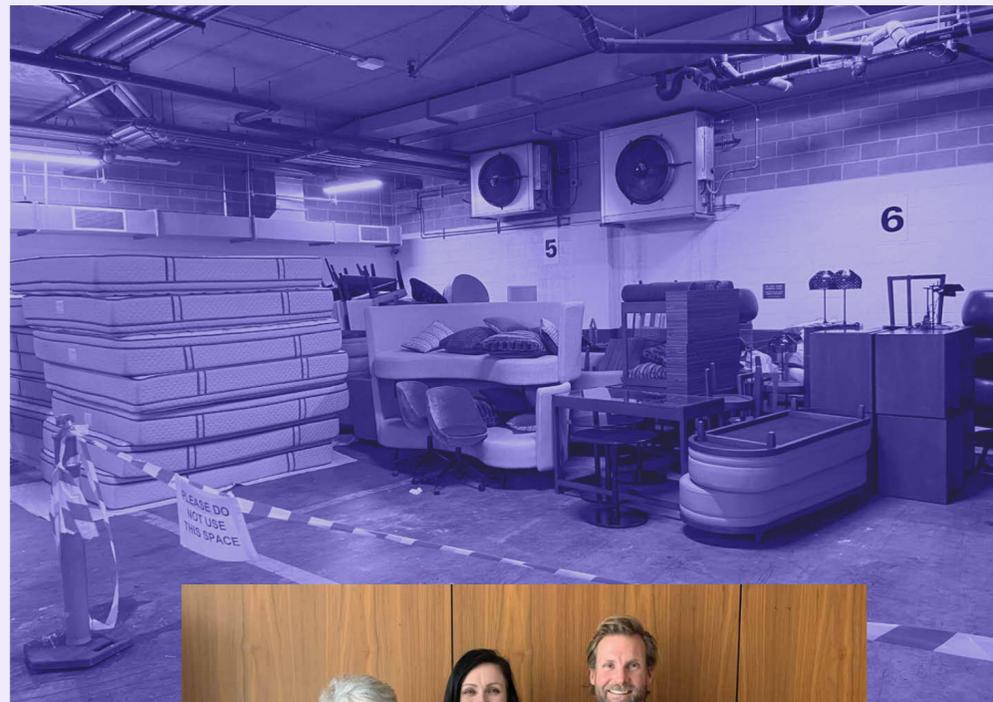
The Star is a participant of the UN Global Compact Network and takes part in the UN Global Compact Network Australia Community of Practice for Modern Slavery.

COMMUNITY COMMITMENT AND DEVELOPMENT

The Star prides itself in supporting a range of charities, not-for-profits and community organisations in Brisbane, the Gold Coast and Sydney.

GIVIT has continued as The Star's National Community Partner and in the 2023 financial year The Star continued its support of GIVIT's Spring Clean campaign by donating the contents of The Star Sydney's Darling Hotel to NSW communities including to Resilient Lismore and Rebuilding the Northern Rivers to help flood-hit residents move back into their homes. The furniture and household items were also given to the Dr Steve Burroughs Foundation for remote Indigenous First Nations communities.

The Star's team members continue to support charities, community groups, sporting clubs and local schools through the 'Open Your Hearts' employee giving program. Established in 2008, it is a popular way for team members to show their appreciation to local organisations that they care about and spend their spare time supporting.



CASE STUDY

THE STAR DONATES CONTENTS FROM DARLING HOTEL ROOMS TO SUPPORT FLOOD AND BUSHFIRE RECOVERY IN AFFECTED COMMUNITIES.

The Star Sydney donated contents from all rooms of its five-star hotel, The Darling, including hundreds of new mattresses, designer sofas, dining tables, chairs and desks, to support The Star's national community partner, GIVIT.

The quality furniture and household items from all 171 rooms of the hotel has been distributed to help vulnerable communities impacted by floods and bushfires across NSW. The timing of the refurbishment of The Darling afforded a unique position for The Star to provide households with essential items and goods that will help these communities rebuild. The Star has a commitment to sustainable practices diverting obsolete furniture from landfill as well as striving to help the communities in the cities and states in which we operate.

COMMUNITY COMMITMENT AND DEVELOPMENT (CONT.)

THE STAR SYDNEY

At The Star Sydney, investment continued into local community groups and events to play our part in the Pyrmont community. In 2022 our food and beverage teams volunteered their time at the Christmas In Pyrmont festival to raise funds for several local groups — Barnardos Yurungai Learning Centre, Ultimo Public School Music Program and the Uniting Harris Community Centre Emergency Relief Program. Additionally, The Star sponsored the Pyrmont Food and Wine Festival working with the Pyrmont Ultimo Chamber of Commerce to showcase the best of NSW food, wine and local artists.

TREASURY BRISBANE

Treasury Brisbane’s landmark partnership with The Royal National Agricultural and Industrial Association of Queensland’s Royal Queensland Beer and Wine Awards continued in 2022. Treasury’s involvement with the Awards fosters emerging talent in the Queensland craft brewing and winemaking industry and supports those companies that employ and nurture that talent. Treasury also continued as the Presenting Partner of The Brisbane Portrait Prize, a growing art prize dedicated to celebrating Brisbane portrait artists and their sitters, while encouraging public

engagement with the arts. In November 2022 The Star presented a Showcase of Portrait Prize finalists at Ryan’s on the Park, using the backdrop of the Treasury Brisbane Hotel to frame 10 portraits.

In January 2023, to support Queensland Fruit and Vegetable Growers’ ‘100 years of horticulture’ celebration, Queens Gardens was transformed into a pineapple farm. More than 2,000 pineapple plants were placed in rows as a way of connecting consumers to the food we eat and the farmers who produce it.

THE STAR GOLD COAST

The Star Gold Coast was proud to again support two icons of the Gold Coast: Surf Life Saving Queensland and Currumbin Wildlife Hospital. The Star Gold Coast continued to host, support and mentor the Surf Woman of the Year Awards, promoting women’s leadership and empowerment across both the Gold Coast and Queensland. The Star Gold Coast also hosted Currumbin Wildlife Sanctuary’s 75th anniversary, raising vital funds to help treat sick and injured animals as well as supporting the Sanctuary and Hospital’s owner, the National Trust Queensland, to protect, conserve and celebrate Queensland’s environmental, built, and cultural heritage.

CASE STUDY

DONATING BEDDING AND FORGOTTEN ITEMS TO CHARITIES.

In FY23, The Star Sydney continued its relationship with local charitable organisation, Angels Without Borders, donating much needed items during cooler months, including blankets, feather doonas, bathrobes, towels and linen from its hotels to vulnerable families across the North Coast, South Western Sydney and inner city shelters. In total, over 2 tonnes of hotel linen and bedding was provided for distribution.

This year also, Angels Without Borders were able to rehome over 300kgs of unclaimed lost property, including clothing, shoes, suitcases and umbrellas through their homeless and sister charity networks. Each year, hundreds of items are left at The Star’s properties by guests. Despite best efforts to return lost property, many items remain unclaimed and subsequently redirected to The Star’s charitable donation partners.





OTHER INFORMATION



STAKEHOLDER ENGAGEMENT MATRIX

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

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

ALIGNMENT TO THE SUSTAINABLE ACCOUNTING STANDARDS BOARD (SASB)

MATERIAL ISSUE	PRIMARY TOPICS	SECONDARY TOPICS
CLIMATE RESILIENCE		<ul style="list-style-type: none"> • Materials Sourcing and Efficiency[°] • Physical Impacts of Climate Change[°] • GHG Emissions[^] • Air Quality[^] • Water & Waste Management[^] • Waste & Hazardous Materials Management[^] • Ecological Impacts[^] • (Human Rights &) Community Relations[#]
SUSTAINABLE PRECINCTS	Energy Management [^]	
MINIMISING ENVIRONMENTAL IMPACTS		
NATURE AND BIODIVERSITY		
GUEST SAFETY AND ENVIRONMENTAL HEALTH	Customer Welfare (Responsible Gaming) [#]	
GUEST SECURITY		
RESPONSIBLE GAMBLING		<ul style="list-style-type: none"> • Competitive Behaviour[*] • Management of the Legal and Regulatory Environment[*] • Systemic Risk Management[*] • Human Rights (& Community Relations)[#] • Customer Privacy[#] • Data Security[#] • Access & Affordability[#] • Product Quality & Safety[#] • Selling Practices & Product Labelling[#] • Product Design and Lifecycle Management • Business Model Resilience • Supply Chain Management
PRIVACY AND SECURITY		
SUSTAINABLE BUSINESS PERFORMANCE		
ESG TRANSPARENCY		
REGULATORY COMPLIANCE AND RELATIONSHIPS	Business Ethics (Internal Controls on Money Laundering) [*]	
RESPONSIBLE BUSINESS OPERATIONS		
COMMUNITY WELL-BEING AND TRUST		
SUSTAINABLE AND ETHICAL SUPPLY CHAIN	Employee Health and Safety (Smoke free Casinos) ^x	
DIVERSITY, INCLUSION, AND EQUAL OPPORTUNITY		<ul style="list-style-type: none"> • Labour Practices^x • Employee Engagement, Diversity, & Inclusion^x • Critical Incident Risk Management[*]
EMPLOYEE ENGAGEMENT AND DEVELOPMENT		
EMPLOYEE HEALTH, SAFETY, AND WELL-BEING		

SUSTAINABILITY ASSURANCE STATEMENT



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

Our Conclusion:

Ernst & Young ('EY', 'we') were engaged by The Star Entertainment Group Limited ('The Star') to undertake a limited assurance engagement as defined by Australian Auditing Standards, hereafter referred to as a 'review', over the Subject Matter defined below for the year ended 30 June 2023. Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe the Subject Matter has not been prepared, in all material respects, in accordance with the Criteria defined below.

What our review covered

We reviewed the following Subject Matter listed below and disclosed within The Star's Sustainability Report (the 'Report'), as well as selected qualitative disclosures relating to these sustainability performance metrics.

Topic	Sustainability performance metrics	Value
Environment	Total Scope 1 greenhouse gas (GHG) emissions in tonnes of carbon dioxide equivalent (tCO ₂ e)	9,774
	Total Scope 2 GHG emissions (tCO ₂ e)	83,806
	Total energy consumption (gigajoules)	602,960
	Recycling rate (%)	46%
	Water consumption (kL)	744,763
Employee safety	Total Recordable Injury Frequency Rate (TRIFR)	16.9
Workforce diversity	Female representation across:	
	- Employees (%)	46%
	- Leadership positions (%)	39.9%
	Gender pay gap (%)	4.5%
Responsible gaming	Total number of self-exclusions (#)	1,000
	Total number of welfare checks (#)	1,446

We also reviewed The Star's reporting with reference to the Global Reporting Initiative (GRI) Standards (2021).

Criteria applied by The Star

In preparing the selected sustainability performance metrics relating to GHG emissions, 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 February 2023
- The Star's Basis of Preparation, and other company-specific definitions that are publicly disclosed within the Report.

In preparing the remaining sustainability performance metrics, The Star applied the following criteria:

- The Star's Basis of Preparation, and other company-specific definitions that are publicly disclosed within the Report.

In preparing the sustainability disclosures within the Report for the purposes of reporting with reference to the GRI Standards, The Star applied the following Criteria:

- The Global Reporting Initiative (GRI) Standards 2021.

Key responsibilities

EY's responsibility and independence

Our responsibility is to express a conclusion on the Subject Matter based on our review.

We have complied with the independence and relevant ethical requirements, which are founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

The firm applies Auditing Standard ASQM 1 *Quality Management for Firms that Perform Audits or Reviews of Financial Reports and Other Financial Information, or Other Assurance or Related Services Engagements*, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.



The Star's responsibility

The Star's management is responsible for selecting the Criteria, and for presenting the Subject Matter in accordance with that Criteria, in all material respects. This responsibility includes establishing and maintaining internal controls, maintaining 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.

Our approach to conducting the review

We conducted this review in accordance with the Australian Auditing and Assurance Standards Board's *Australian Standard on Assurance Engagements Other Than Audits or Reviews of Historical Financial Information* ('ASAE 3000'), *Assurance Engagements on Greenhouse Gas Statements* ('ASAE3410') and the terms of reference for this engagement as agreed with The Star Entertainment Group on 26 June 2023. That standard requires that we plan and perform our engagement to express a conclusion on whether anything has come to our attention that causes us to believe that the Subject Matter is not prepared, in all material respects, in accordance with the Criteria, and to issue a report.

Summary of review procedures performed

A review consists of making enquiries, primarily of persons responsible for preparing the Subject Matter and related information and applying analytical and other review procedures.

The nature, timing, and extent of the procedures selected depend on our judgement, including an assessment of the risk of material misstatement, whether due to fraud or error. The procedures we performed included, but were not limited to:

- Conducting interviews with personnel to understand the business and reporting process
- Conducting interviews with key personnel to understand the process for collecting, collating and reporting the Subject Matter during the reporting period
- Assessing that the calculation criteria have been correctly applied in accordance with the methodologies outlined in the Criteria
- Undertaking analytical review procedures to support the reasonableness of the data
- Identifying and testing assumptions supporting calculations
- Testing, on a sample basis, underlying source information to assess the accuracy of the data
- Checking the appropriateness of the presentation relating to the Subject Matter in the Report.

We believe that the evidence obtained is sufficient and appropriate to provide a basis for our review conclusion.

Inherent limitations

Procedures performed in a review 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 review engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Our procedures were designed to obtain a limited level of assurance on which to base our conclusion and do not provide all the evidence that would be required to provide a reasonable level of assurance.

While we considered 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. Our procedures did not include testing controls or performing procedures relating to assessing aggregation or calculation of data within IT systems.

The GHG quantification process is subject to scientific uncertainty, which arises because of incomplete scientific knowledge about the measurement of GHGs. Additionally, GHG procedures are subject to estimation and measurement uncertainty resulting from the measurement and calculation processes used to quantify emissions within the bounds of existing scientific knowledge.

Other matters

We have not performed assurance procedures in respect of any information relating to prior reporting periods, including those presented in the Subject Matter. Our report does not extend to any disclosures or assertions made by The Star relating to future performance plans and/or strategies disclosed in The Star's Sustainability Report.

Use of our Assurance Report

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

Nicky Landsbergen
Partner
28 September 2023

Ernst & Young
Sydney, Australia

ADDITIONAL REPORTING AND REFERENCES

REPORT SUMMARY STATEMENT

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 2023 documents have been included below:

- The Star Entertainment Group 2023 Annual Report
- Modern Slavery Statement
- Materiality Assessment
- Climate-related Disclosures Report
- ESG Metrics summary
- The Star Entertainment Group Workplace Gender Equality Agency Report
- Global Reporting Initiative Framework

CONTACT DETAILS

REGISTERED OFFICE

The Star Entertainment Group Limited
Level 3, 159 William Street
Brisbane QLD 4000

Telephone: + 61 7 3228 0000

Facsimile: + 61 7 3228 0099

WEBSITE

starentertainmentgroup.com.au

NEW SOUTH WALES OFFICE

Level 3, 60 Union Street
Pyrmont NSW 2009

Telephone: + 61 2 9657 7600

QUEENSLAND OFFICE

Level 3, 159 William Street
Brisbane QLD 4000

Telephone: + 61 7 3228 0000

THE STAR SYDNEY

80 Pyrmont Street
Pyrmont NSW 2009

Reservations: 1800 700 700

Telephone: + 61 2 9777 9000

thestarsydney.com.au

THE STAR GOLD COAST

Broadbeach Island
Broadbeach QLD 4218

Reservations: 1800 074 344

Telephone: + 61 7 5592 8100

thestargoldcoast.com.au

TREASURY CASINO AND HOTEL BRISBANE

George Street
Brisbane QLD 4000

Reservations: 1800 506 889

Telephone: + 61 7 3306 8888

treasurybrisbane.com.au

QUEEN'S WHARF BRISBANE

General Enquiries

Telephone: 1800 104 535

Email: qwbenquiries@destinationbrisbane.com.au

queenswharfbrisbane.com.au

EMAIL CONTACTS

Sustainability: meredith.roach@star.com.au

Investor Relations: investor@star.com.au

Media Relations: media@star.com.au



THE  STAR
ENTERTAINMENT GROUP