

# CORPORATE SOCIAL RESPONSIBILITY REPORT 2018







## EXECUTIVE CHAIRMAN'S MESSAGE



### Our Commitment to Community

Crown's Melbourne and Perth resorts are significant tourist attractions, serving millions of visitors each year with over 18,000 people working towards the delivery of a world-class customer experience. We are grateful to our employees for their dedication and acknowledge our responsibility to create a safe and rewarding workplace. Similarly, we recognise our responsibility to the communities in which we operate, and are proud of the employee-led community partnerships and work undertaken through the Crown Resorts Foundation.

Our approach to corporate social responsibility (CSR) is integrated into everything we do, with all initiatives developed to consider efficiency, diversity, inclusion, community and our impact on the environment. Crown's CSR commitment is overseen by our Corporate Social Responsibility Board Committee and a number of employee consultative committees.

### Creating Opportunities through Employment

At Crown, our aim is to create clear career pathways for our employees. Crown College is a dedicated training facility which delivers on Crown's commitment to the learning and development of employees. In financial year 2018, over 640 employees were enrolled in Certificates III, IV and Diploma level qualifications, with over 8,500 apprentices and trainees graduating since the inception of Crown College.

Crown's commitment to providing strong skills-based training and leadership development to all employees has again been recognised, with Crown College Perth being named by the Tourism Council of WA as the Gold winner for Tourism Education and Training for the second year in a row. This is Crown's fifth year in a row to win this category in the combined Tourism Awards, with Crown Melbourne winning in 2013, 2014 and 2015 and receiving Hall of Fame status in 2015.

We have maintained our focus on diversity and inclusion through programmes including the Indigenous Employment Programme, CROWNability, Gender Equity, Crown Pride, the Family Support Network and the Cultural and Linguistic Employee Network. Through our Indigenous Employment Programme, we have provided over 800 Indigenous employment opportunities. In addition, our CROWNability programme was a finalist at the National Employment Services Association Excellence Awards for Innovation.

### Acting Sustainably

Crown continues to work towards being a leader in sustainable business practices in the gaming and entertainment industry, focussing on three major areas – energy efficiency, water conservation and waste reduction.

During financial year 2018, Crown Resorts achieved a reduction in greenhouse gas emissions intensity of 4.4% per area, Crown Melbourne reported a decrease in water consumption of 4.4% and Crown Perth recorded a 2% reduction in overall electricity consumption. Crown Resorts' Recycle90 Programme continues to be integral to our overall waste management strategy with approximately 70% of Crown's waste diverted from landfill.

### Crown Resorts Foundation

The Crown Resorts Foundation, in partnership with the Packer Family Foundation, continues to support effective programmes which provide young Australians with opportunities to engage in education and the arts and culture, and continues to partner with organisations that encourage and foster social cohesion. In financial year 2018, in partnership with the Packer Family Foundation, support was provided to more than 120 programmes across Australia.

Over 77,500 students across Australia participated in the Arts Education programmes that the Foundations support, undertaking a combined total of 750,000 hours of creative learning. This included over 90,000 hours of engagement with creative education programmes for over 3,750 Aboriginal and Torres Strait Islander students and more than 88,000 hours of engagement for over 980 people with disability. In addition, over 700 teachers undertook more than 7,800 hours in teacher training programmes focussed on the arts, creativity and innovation, paid for by the Foundations.

On behalf of the Board, I wish to sincerely thank all of our employees for their hard work and dedication, it is your commitment which allows us to achieve so much. I am proud to share with you our 2018 CSR Report.

A stylized, handwritten signature in dark ink, consisting of a large, sweeping 'J' followed by a horizontal line.

**John Alexander**  
Executive Chairman  
Crown Resorts Limited



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03

Executive  
Chairman's  
Message

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06

Awards and  
Recognition

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07

Crown Resorts  
Foundation  
Partners

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09

Crown's  
Commitment  
to the  
Community

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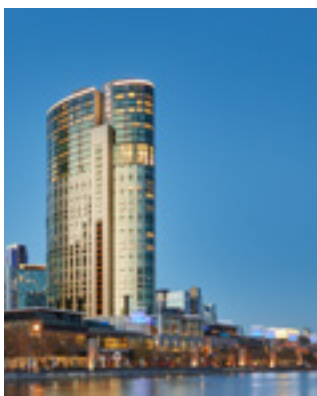
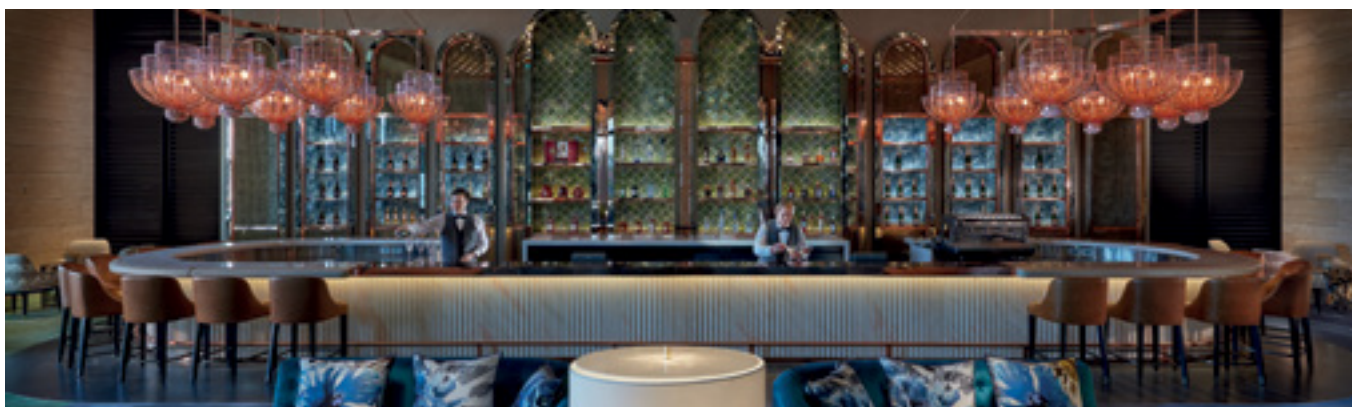


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19

Our People -  
The Crown  
Difference

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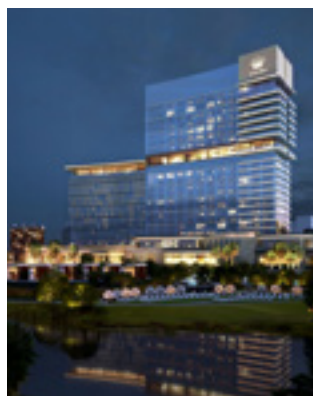


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33

Creating a  
World-Class  
Customer  
Experience

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---

37

The Bigger  
Picture

---



45

## Responsible and Ethical Behaviour



49

## Our Reporting and Our Stakeholders

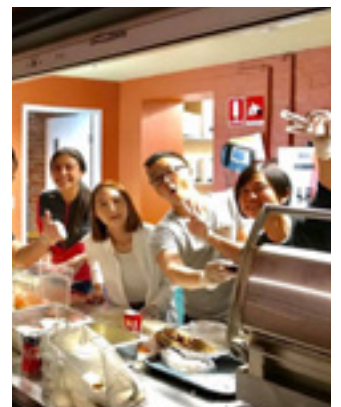


51

## Performance Data

59

## GRI Content Index



63

## About Crown

66

## Acknowledgement of Country

# AWARDS AND RECOGNITION



Gourmet Traveller Australian Hotel Awards 2018  
TWR Perth



AHA WA Accommodation Awards for Excellence 2018  
multiple category winners  
Crown Perth



Forbes Travel Guide 2018  
Crown Towers Melbourne



TAA Victoria Awards 2018  
multiple category winners  
Crown Melbourne



National Carbon Offset  
Standard Certification for  
Crown's Carbon Offset  
Programme



Gold Award at the 2016  
Brandon Hall Group HCM  
Excellence Awards



Australian Property Council  
2017 - Moulis Legal Award for  
Diversity



Ranked 40th in the Top 125  
Organisations in the world for  
learning and development



WA Tourism Awards 2016  
Gold Medal - Tourism  
Education and Training



Australian Business  
Awards 2016  
Community Contribution



Australian Business  
Awards 2016  
Employer of Choice



Gold Plate Awards 2017  
Silks & Modo Mio Crown Perth



Perth Airport Western  
Australian Tourism Awards  
2017 Winner  
Crown College Perth



Platinum Winner  
at the LearnX Impact  
Awards 2015



Australian Employer of the  
Year 2015



Australian Business  
Awards 2015  
Community Contribution



Casino/Integrated  
Resort of the Year 2014



Crown Melbourne was awarded for multiple categories at the 2018 TAA Victoria Awards



# CROWN RESORTS FOUNDATION PARTNERS\*



Image provided by the State Library of Victoria

\* Representative of some of Crown Resorts' and the Crown Resorts Foundation's partnerships.





# CROWN'S COMMITMENT TO THE COMMUNITY



# CROWN'S COMMITMENT TO THE COMMUNITY



Image provided by the Australian Literacy and Numeracy Foundation. Newly arrived students participating in Art for Literacy programme.

## CROWN RESORTS FOUNDATION

The Crown Resorts Foundation has improved its grantmaking processes. This was achieved by providing a funding extension to the Foundation's preferred arts education programme recipients and allocating another round of Indigenous education grants. The Crown Resorts Foundation continues to see the value in providing multi-year support for organisations, building strong relationships with recipient organisations and supporting effective programmes to evolve into their next phases.

In financial year 2018, the Crown Resorts and the Packer Family Foundations provided over \$16 million in grants to over 120 different programmes. These grants ranged from smaller one-off employee nominated donations to significant annual grants, which are 10 year commitments.

  
CROWN  
RESORTS  
FOUNDATION  
  
**\$200**  
Million  
Committed  
over 10 Years

The programmes helped to provide more opportunities for young people to engage with their education, the arts and culture, and partner with organisations that encourage and foster social cohesion. Underlying these priorities are learning, accessibility and engagement outcomes for young Australians - staying engaged with school and learning is the key to long-term positive outcomes, and this is the approach and message that our programme partners are delivering.

Reviewing and revisiting the Crown Resorts Foundation funding focus is an ongoing process for our Boards. The Crown Resorts Foundation will continue to assess its funding focus for the remainder of its commitment.



## Supporting Indigenous education

Providing assistance to increase and improve the education opportunities for Aboriginal and Torres Strait Islander Australians is a priority for both the Crown Resorts and Packer Family Foundations.

This year, the second Indigenous education grant round was undertaken with the successful organisations being AIME, Australian Indigenous Education Foundation, The Australian Literacy and Numeracy Foundation, Clontarf Foundation, Ganbina and National Centre of Indigenous Excellence. With the exception of Ganbina, all of these recipients were organisations with whom the Foundations had previously provided support.

These programmes provide a highly supportive school environment and engage students, family and the community in the design and, where possible, the delivery of these programmes. This approach is important as the programmes establish trust and a sense of security that enable children to benefit from a consistent school-based education and to thrive in such a setting.

In this Report, an update is provided on the achievements of the Stars Foundation – an education programme targeted at Indigenous young women. This organisation has had outstanding results this year and continues to expand with the support of government and private funding.



### More information

To learn more about Stars Foundation, visit their website: [starsfoundation.org.au](http://starsfoundation.org.au)

## CASE STUDY



### Indigenous Education Programmes

#### Stars Foundation (Stars)

Andrea Goddard, Executive Director of Stars Foundation said:

"Stars is proud to partner with the Crown Resorts and Packer Family Foundations. Together we are furthering our shared objective of improving educational opportunities and life outcomes for Aboriginal and Torres Strait Islander young women. The support of the Foundations has contributed to the outstanding outcomes Stars Foundation is achieving with our students."

Stars was established to address an inequity and obvious gap in service provision to ensure that young Aboriginal and Torres Strait Islander women are provided with the education, opportunities and support necessary to succeed in education, live healthy and productive lives and be able to make informed choices.

The Stars Programme assists young women to achieve in education by providing a rich and holistic support programme. Stars provides full-time mentors for young women at school with a programme tailored to meet their individual needs. The programme offers a broad range of extracurricular activities to provide engagement incentives, healthy lifestyle and personal development opportunities.



**96%**  
Year 12  
Completion rate

**900 GIRLS**  
in their programme  
(up from 290 Girls  
in 2015)

Closed the Gap in  
Attendance by  
**39%**

**15 SITES**  
(increase from  
7 sites in 2015)

Over **90%**  
of Stars 2016 Year 12  
Graduates remain in  
employment or further study

## Arts and culture

The Crown Resorts and Packer Family Foundations' Western Sydney Arts Initiative and Melbourne and Perth Arts Education Initiative programmes combined will account for \$55 million of the \$200 million National Philanthropic Fund commitment. These programmes, which are focussed on supporting education and promoting creativity, use art as a vehicle with which to engage participants with learning and their community.

Currently 66 programmes are supported across Western Sydney, Melbourne and Perth within these arts education grants initiative. The programmes range from violin lessons in low socio-economic primary schools provided by Symphony Orchestra members to drama/literacy programmes delivered in juvenile detention centres. Several of these programmes are profiled later in this report.

This year, a one year funding extension was offered to a number of existing arts education grant recipients whose programmes have delivered excellent outcomes. The aim of the extension was to decrease the administrative burden of the recipient organisations associated with reapplying for grants and providing these organisations with a third year of funding to develop their programmes further. Fifty seven organisations received one year funding extensions and the initiative was well received.

**\$55**  
Million  
Commitment  
for Arts and  
Cultural  
Programmes

**\$30**  
Million  
10 Year  
Commitment  
for Western  
Sydney Arts  
Initiative

**\$25**  
Million  
8 Year  
Commitment  
for Melbourne  
and Perth Arts  
Education  
Initiative

In addition to the arts education programmes, ongoing support is provided to a number of flagship Australian arts organisations by way of a 10 year grant. These grants are paid annually and are able to be allocated to anything the organisation requires the funds for (this funding is not tied to a particular programme). The length of these commitments helps to contribute to a stable cashflow for these organisations and allows them to undertake programmes that they may not be able to otherwise attract funding for, such as the digitisation of catalogues.

### Western Sydney Arts Initiative

The Western Sydney Arts Initiative is a \$30 million commitment over 10 years (financial year 2015 – financial year 2024). It has been designed to support and promote the arts and education in Western Sydney. The programmes selected for funding build on Western Sydney's dynamic creative culture, and will make art, in its many forms, more available to the youth of Western Sydney.

### Melbourne and Perth Arts Education Initiative

The Melbourne and Perth Arts Education Initiative is a \$25 million commitment over 8 years (financial year 2017 – financial year 2024). The programmes supported through this initiative will receive multi-year grants and are focussed on promoting creativity and supporting education in lower socio-economic areas – using art as the vehicle with which to engage youth with their learning and their community.



School students from Koondoola Primary School participating in AWESOME Arts Creative Challenge Perth programme which is funded by the Crown Resorts and Packer Family Foundations



## CASE STUDY

**Western Sydney Arts Initiative Programme**

School Drama is Sydney Theatre Company's flagship education programme designed to improve teacher professional learning at the same time as student literacy and engagement. The programme pairs primary school teachers with Teaching Artists in a unique co-mentoring partnership. Together, the teacher and Teaching Artist work in the teacher's classroom with students over the course of a school term, combining drama strategies with quality children's literature.



School Drama is a collaboration between Sydney Theatre Company and The University of Sydney. Ongoing research demonstrates that the programme has a lasting impact on the capacity and confidence of teachers to use drama to improve student literacy, engagement and confidence. Since 2009, 22,000 students and teachers have participated in the programme.

The support of the Crown Resorts Foundation and the Packer Family Foundation since 2016 has enabled the programme to scale up, in particular, increasing outreach to disadvantaged schools across Western Sydney.

In 2017 and 2018, Whalan Public School in Western Sydney participated in School Drama for free, thanks to the support of the Crown Resorts and Packer Family Foundations. Whalan Public School is a diverse and vibrant community: 32% of students have language backgrounds other than English and 21% of students are Aboriginal and/or Torres Strait Islander.

"The programme more than exceeded my hopes. The exponential shift in my students' creative writing output from brief text to beautifully expressed thoughts and insights has been amazing," commented Nerida Bryce of Whalan Public School. "They have learned to trust each other and put themselves in the 'shoes' of characters, which has really helped develop their empathy. School Drama is now a cornerstone of my literacy teaching and the students love it!"

With the continued support of the Crown Resorts and Packer Family Foundations, School Drama is expanding to sites across Australia, as well as deepening outreach in Western Sydney.



*Students participating in the Sydney Theatre Company's School Drama programme*

## CASE STUDY

**Melbourne Arts Education Initiative Programme**

Dominic Brook, CEO of Musicians Making a Difference (MMAD), said:

"Our partnership with the Crown Resorts and Packer Family Foundations has been transformational, not only for the at-risk and disenfranchised children and young people engaged in our programmes, but for the future of our organisation in the state of Victoria. Together, we are impacting generational change in areas of great need and building a reputable, cutting edge and holistic support service that will continue to change young lives for years to come."

The Crown Resorts and Packer Family Foundations' funding enabled MMAD to expand its programme into Melbourne.

The support has allowed MMAD to engage, educate and empower 250 young people through expressive therapy programmes across three communities: Dandenong, Prahran housing commission towers and Broadmeadows.

MMAD has used popular culture and creative tools to break down barriers in order to support youth (especially those who have suffered emotional abuse, neglect and disadvantage) in overcoming complex challenges such as homelessness, destructive patterns of behaviour, exclusion from school, family breakdown, drug and alcohol dependency, unemployment and reoffending.

Some of the participants in the 6 year old to 14 year old group within the MMAD programme have provided feedback:

"MMAD helped me to become the person I am today. Before MMAD I was a misfit kid getting into trouble; all I cared about was myself and recording my music. I now have confidence and motivation. I am employed, supporting my daughter and following my dreams in work and music."

"MMAD taught me that there are people out there that go through the same things as me and that there are people out there who are willing to listen and willing to help us. The MMAD programmes turned my life around."

MMAD's goal is not only to break negative cycles, but also to strive to empower young people to go on and make their own difference within the community.

MMAD are beginning to see their young participants become volunteers with the charity, leaders at their schools and performers at awareness days sharing positive messages through their music and stories of change.



Image provided by Musicians Making a Difference





## EMPLOYEE ADVISORY COMMITTEE

# \$200,000

Donated to Organisations  
chosen by Employees

### Employee Activations in our Local Communities

The Crown Resorts Foundation Employee Advisory Committee (EAC) continues to deliver a creative employee focussed programme, aimed at recognising the work our employees undertake in their community and providing opportunities for employees to engage with the Foundation's partners and other charities with which Crown's employees are engaged.

The EAC has launched its CROWNversations series, a programme which invites philanthropists and representatives from not-for-profit organisations to speak to employees about their programmes and experiences. Financial year 2018 saw the EAC launch CROWNverteering, a database of Crown employees interested in volunteering, to enable employees to link up with the charities in their area of interest. On top of this, the EAC continues to deliver outstanding employee-driven fundraising opportunities.

The Annual Crown Metropolis Stair Climb has raised \$180,000 over the past three years and mainly consists of employee donations, matched by the Crown Resorts Foundation. In December 2017, the money raised was donated to STEP BACK THINK for the prevention of social violence. The EAC again partnered with Crown's wagering businesses to organise the event, which raised \$50,000 and had more than 140 participants.

The EAC also oversees the Community Grants Programme, which focusses on providing monetary support to charities and not-for-profit organisations nominated by employees. To date, over \$200,000 has been donated to organisations chosen by employees.



Members of Crown Melbourne's EAC (with representatives from the Sydney Theatre Company)



Crown Melbourne's EAC members presenting a cheque to Step Back Think following an employee led fundraiser

## CASE STUDY

## CROWNversations

CROWNversations is a monthly series of presentations where EAC members get the rare opportunity to meet some extraordinary Australians who are making a difference in the community. Committee members invite well-known philanthropists, representatives from local charities and non-for-profit organisations, everyday Australians making a difference, along with recipients of grants from the Crown Resorts Foundation, to speak to them about their experiences. Over the past two years, more than 25 people have presented, all of whom are doing very different and wonderful things in the community.

Some highlights from the 2017 – 2018 CROWNversations series include:

- playing basketball at the Richmond Housing Estate with the team from Helping Hoops;
- preparing food and drink for those in need across Melbourne at the Salvation Army's Hamodava Cafe, thanks to Major Brendan Nottle;
- meeting internationally acclaimed artists from Arts Project Australia in Northcote, and witnessing first-hand how grants from the Foundations are making such an incredible difference to the lives of adult artists with intellectual disabilities in showcasing their work;
- having afternoon tea with the incredible team from the Royal Flying Doctor Service and hearing just how far and wide they actually reach the community;
- meeting with the team from the Brotherhood of St Laurence and being invited to tour the Fitzroy Housing Estate;
- touring STREAT café in Collingwood where homeless youths are being trained in hospitality apprenticeships;
- completing a mini drama class with the team from the Sydney Theatre Company and hearing about how the funds from the Crown Resorts Foundation is making a difference to the lives of youths in the NSW Juvenile Justice System via educational drama programmes; and
- spending time with Paralympian Dylan Alcott and hearing about the Dylan Alcott Foundation which hopes to provide young Australians living with disabilities with the same opportunities and help them realise their dreams.



Crown Melbourne employees showcasing the wares of the Royal Flying Doctors Service Bayside Auxiliary during Crown Community Week 2018



## CASE STUDY



## Foodbank WA

Crown Perth has proudly supported Foodbank WA for nearly 20 years. Since joining the fight against hunger, Crown has been donating 125kg of soup to Foodbank WA each week – which amounts to a huge 123,500kg of soup since the partnership began.

Foodbank WA was donated an enormous pumpkin from the Dwellingup Pumpkin Festival that weighed a whopping 361kg. The Foodbank WA team weren't sure what to do with it, so a chef from Crown Perth assisted by making plenty of pumpkin soup, which was distributed to charities which support families in need.

In April 2017, a group of 46 Crown Perth Apprentice Chefs visited Foodbank WA to assist with packing meals and other supplies for local families. This experience allowed Crown's apprentices to contribute to the community and understand the value of affordable and accessible nutritious food for all.

# 125kg

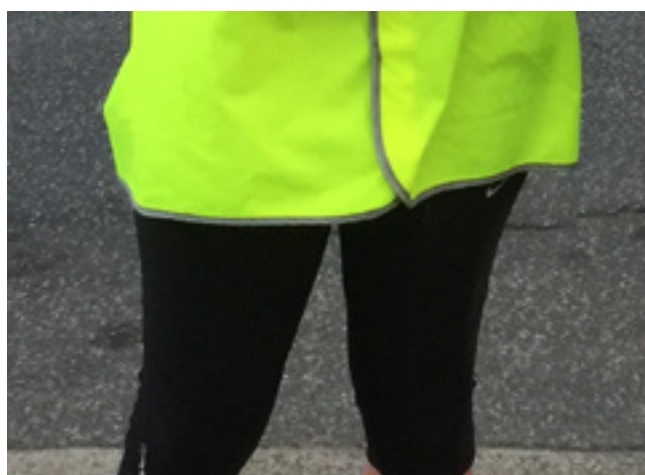
of soup donated to  
Foodbank WA each week

# 361kg

pumpkin donated from the  
Dwellingup Pumpkin Festival



*Foodbank WA was donated an enormous pumpkin that tipped the scales at a whopping 361kg when it made its public debut at the Dwellingup Pumpkin Festival*



Crown employee volunteering with  
The Salvation Army's Red Shield Appeal



# OUR PEOPLE – THE CROWN DIFFERENCE



## Our People – The Crown Difference



Representatives of Crown Perth's Indigenous employment team during Crown's Community Week 2018

### Training a World-Class Hospitality Workforce

Crown's two Australian resorts have provided employment for approximately 18,000 people in financial year 2018 making them significant employers in both Melbourne and Perth. Crown is committed to the training and development of its employees so that they have the skills and attitude to deliver the world-class customer experience expected at Crown's Australian resorts.

The training that Crown employees undertake at Crown College is relevant to their role and is nationally recognised as it is aligned with the Australian Qualifications Framework. In financial year 2018, over 7,400 employees participated in technical, leadership, health and safety, and customer service training at Crown College. Crown's mantra is "not training for a job, but learning for a career" and employees were enrolled in Certificates III, IV and Diploma level qualifications.

This is Crown College's 21<sup>st</sup> year as a Registered Training Organisation. Crown Melbourne and Crown Perth currently have 1,000 employees undertaking training which leads to a qualification and 80 employees completing an apprenticeship.

Over 600 employees have completed a qualification and over 620 employees commenced a qualification this year. Since its inception, over 8,500 employees have completed a traineeship or apprenticeship.

### Industry and Individual Awards

Crown has recently received the following awards and accolades:

- Crown Resorts has been named as one of three finalists at the Australian Training Awards – Australian Apprenticeships – Employer Award category (2017).
- Crown Melbourne won the Tourism Australia Award – Outstanding Achievement in Training (2018).
- Crown College Perth being named by the Tourism Council of Western Australia as the Gold winner for Tourism Education and Training (2017).
- Training Magazine Top 125 – Crown Resorts was ranked 41<sup>st</sup> in the Top 125 Organisations in the world for learning and development (2018).

- Crown College apprentice chefs Clarence Chow, Stephanie Orchard and Saul Finberg won the VIC TAFE challenge with best entrée and main course and apprentice chef Kimberly Tang and alumna Bridget Bottcher won Nestle Golden Chefs Hat Awards.

### Employee Consultative Committee

Crown Melbourne has established an Employee Consultative Committee (ECC), which acts as a platform for employees to provide feedback and consult on matters of a collective nature. The ECC meets quarterly to discuss operational and health and safety issues under the enterprise agreement (EA), other EA matters and major changes.

### Industrial Relations

Crown is committed to managing industrial relations through open and effective relationships with employee associations and we act in good faith in all dealings with these associations. Crown has five collective bargaining EAs which cover the majority of frontline staff and include some management level employees.

In the face of changing business needs and landscapes, Crown continues to monitor the effectiveness and appropriateness of its industrial relations practices and recognises that this is a constantly evolving process.



## CASE STUDY

### *Testimonial from a Gaming Machine Employee*

"Kick Start Your Career was a golden opportunity to learn more about Crown, get a greater understanding about the organisational structure and find out what you really want out of your role. I learned interview skills from the HR team and listened to the success stories of the General Manager and Executive General Manager in my business unit. I'm very grateful that they have given me something to aspire to in my career and they also took the time to listen to me and provide advice. I enjoyed every moment of the workshop and left with a greater sense of the community of Crown – it really is like a big family and there is always a fellow colleague who is ready to help you!"



## CASE STUDY

### *Women of Crown Management Programme (WOCMP)*

"The leadership programmes helped me understand that to be a great leader I needed to take people on the journey; a skill I would not have had if not for the Leadership Development Programme (LDP) and Next Generation of Leaders Programme (NGL). I believe Crown's continued investment in these programmes for their leaders means Crown remains at the forefront of people development across many industries" says Miriam Buratto who has completed the LDP, NGL and the WOCMP.

Crown is working at all levels of the business to create positive and proactive change to achieve gender equity.



### Crown's Contact Officer Network

Crown is committed to ensuring all employees feel supported throughout every stage of their employment. To assist with this, Crown has an established Contact Officer Network. A Contact Officer is an employee who is appointed and trained to provide support to fellow employees who may have a concern relating to conduct at work.

Contact Officers are a first point of contact for employees to raise grievances and provide an alternative support for employees who may feel uncomfortable approaching a Manager/Supervisor.

The role of a Contact Officer is to objectively listen to concerns, answer general enquires about workplace conduct and discuss possible resolutions. The Contact Officers are trained to provide confidential support and information and have been provided with additional specialised training in line with Crown diversity and inclusion programmes.

### Kick Start Your Career

Kick Start Your Career was an initiative that arose from the Crown Melbourne Limited Enterprise Agreement 2016 and consisted of a series of workshops. The first series comprised one hour workshops focussing on job applications, resume writing and interview preparation. The second series was tailored to each business unit focussing on leadership, job roles and career pathways. Crown concluded the series with a Careers Expo where employees were able to find out more information on different departments and career opportunities in Crown.

### Father James Grant Foundation's Mission Engage Youth Programme

The Father James Grant Foundation's Mission Engage Youth Programme is a 14-day training programme providing disengaged youth with the necessary skills, training and confidence to address the range of issues they experience. Over the last year, Crown College has supported Father James by continuing to provide the space in which these programmes take place. In the last financial year, there were four 15 day programmes spread throughout the year.

### Crown College

Crown College is a multi-award-winning leader in the provision of vocational education and training and continues to be recognised throughout Australia as one of the largest and most successful registered training organisations in the training sector specialising in hospitality, tourism, commercial cookery and management.

### Crown College International

Crown College has implemented a number of exciting developments, the most significant of which is Crown College International (CCI). In February 2017, registration was granted under the Commonwealth Register of Institutions and Courses for Overseas Students (CRICOS) to deliver vocational education and training to international students. CCI has formed a strong agent network representing International student markets from China, Taiwan, Malaysia, India, Colombia, Japan, Thailand, Hong Kong and South Korea.



Crown Melbourne eco chef team





## CASE STUDY

***Learning for Life***

"Partnering with Crown in their endeavour to design and embed leadership practices that foster a culture where employees can be at their best and flourish, is a privilege.

Crown's unwavering commitment to creating innovative and experiential employee development reaches people through contagious enthusiasm and grounded optimism. I am proud to be participating in Crown's plan to invigorate a collective spirit where employees truly make a difference"

Paula Rashio, Director –  
Leadership Resilience Group.

## CASE STUDY

***Apprentice of the Year Greg Schimleck***

The 2018 Crown Melbourne Apprentice of the Year was Greg Schimleck, Chef de Partie at Nobu. Greg completed his apprenticeship in April 2017 and within 6 months had already been promoted to Chef de Partie. Greg's passion for cooking and in particular seafood is inspirational.

Over the past few years, Greg has represented Crown and the apprenticeship programme in a range of competitions and in 2017 finished in the top 32 apprentices in Australia.

## CROWN COMMUNITY

In June 2018, Crown Community was launched with the inaugural Crown Community Week held in both Melbourne and Perth. Crown Community symbolises Crown's commitment to diversity and inclusion by bringing together all of the programmes and inviting greater involvement from employees.

Crown Community includes everybody – every identity, culture, sexual orientation, ability, experience and story.

Crown strives to be an inclusive workplace and has launched Crown Community with a strong focus on ensuring that every employee can embrace their individuality and ensuring they feel comfortable bringing their whole self to work.

Crown Community will also serve as a constant reminder that diversity and inclusion is an intrinsic part of Crown and is welcomed every day of the week.

### GENDER EQUITY

Gender equity in the workplace is a prominent issue in Australia and while the gender pay gap has been closing and women's representation in leadership is increasing, progress is still needed.

Based on Crown's Workplace Gender Equality Agency's 2017-18 dataset, the gender composition of the overall workforce is 42.5% females and 57.5% males.

Gender equity at Crown in financial year 2018 has made significant improvements on previous years. Like many Australian organisations, Crown recognises that gender imbalance within the workplace needs to be addressed and in order to effect change, a specific focus is required.

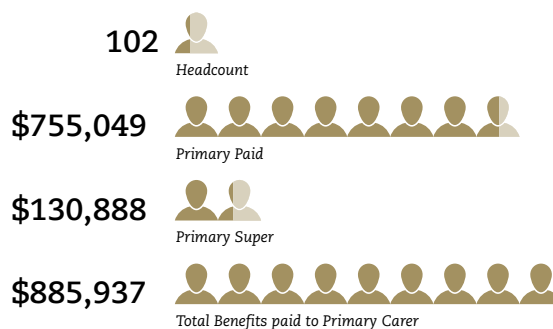
After appointing a Group Manager for Gender Equity in 2016, both properties established Gender Equity Advisory Committees comprised of senior managers from a cross-section of the business. The committees are finalising Crown's first Gender Action Plan (GAP) under the guidance of an Executive Steering Committee.

Effective from 1 July 2017, Crown introduced paid parental leave. Crown now offers paid parental leave entitlements in addition to the Federal Government's parental leave pay scheme, ensuring eligible primary carers receive up to 12 weeks top-up pay and secondary carers receive up to two weeks top-up pay. In addition, the policy update removed the qualifying period for full-time and part-time employees and ensures Long Service Leave now accrues during the first year of parental leave.

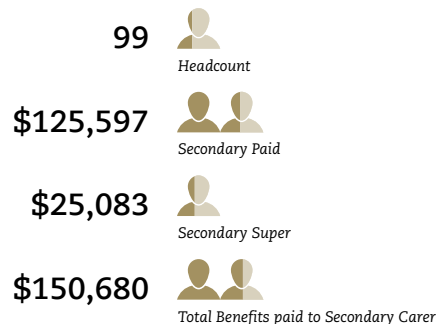
In December 2017, the exciting new initiative Gender Fitness was launched to the business. Gender Fitness is an innovative in-house digital solution that contributes to Crown's diversity and inclusion strategy by capturing real-time data from meeting interactions to increase awareness of diversity and inclusion with the aim of delivering an improved gender balance across Crown.



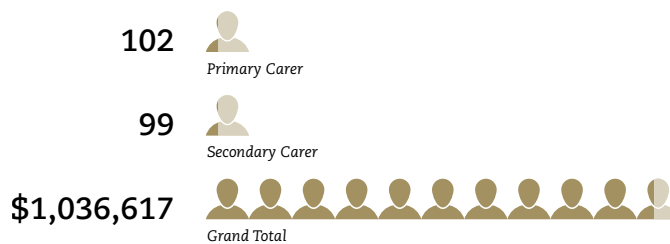
### Benefits Paid to Primary Carer



### Benefits Paid to Secondary Carer



### Breakdown of Total Benefits Paid



Crown Melbourne Community Week



The Women of Crown Management Programme (WOCMP), which supports high-achieving women to further develop and prepare for opportunities for promotion, had its second group of 12 senior female managers begin the programme in September 2017. During financial year 2018, this group participated in networking events to gain insight and exposure into different areas of the business, and attended several externally sourced events focussing on financial capabilities, branding and mentoring.

From the two WOCMP groups, seven promotions have already transpired. The total representation of females on the Board of Directors of Crown Resorts as at 30 June 2018 was 30%.

Crown is also a member of the Male Champions of Change (MCC) – an initiative uniting influential male corporate, Government and community leaders to advance gender equity as well as CEOs for Gender Equity which is aimed at improving gender equity in employment and pay across Western Australia.



**42.5%**  
Female  
Workforce



**57.5%**  
Male  
Workforce

## CASE STUDY

### Cynthia Coignet

When Cynthia Coignet joined the Crown family eight years ago, she was given the opportunity to involve herself in a new community which aligned with her values and provided a platform for her to impact positively on her colleagues and other employees.

As an active member of the Crown Pride Committee, CROWNEARTH and the Cultural and Linguistic Diversity Employee Network, Cynthia's day-to-day role is not the only thing keeping her busy at Crown – and she wouldn't have it any other way!

"I strongly believe that it is one's personal responsibility to enact change," Cynthia says.

For Cynthia, her contribution to the Crown Pride Committee has been highly important on a personal level, particularly given the Government's decision to legislate same-sex marriage – after campaigning for this right for years with her long-term partner, Cynthia was married in March 2018.

Together, Cynthia and her wife have fostered several children on a part-time and full-time basis as well as rescued two dogs.

"I'm lucky to have found someone whose passion for social equity and change is as strong as mine."

In her current role, Cynthia is also able to both celebrate and utilise her diverse cultural and linguistic skills and converses in three languages other than English to assist employees when needed.

"I am proud to share my heritage with my colleagues."

Cynthia also volunteers her time to initiatives promoted through the Crown Resorts Foundation – Employee Advisory Committee.

During her career, Cynthia has made a lasting impact through her support of community initiatives and says that Crown has allowed her to make a difference.



## FAMILY SUPPORT NETWORK

In February 2018, the Family Support Network was launched at Crown, which offers support to employees in their personal and family lives.

The intention is to provide a safe environment for employees to discuss common family issues or concerns and provide information on the available assistance for specific issues.

Crown also undertook a review of its Family and Domestic Violence Support Policy and introduced:

- access to paid leave for employees experiencing family violence, or those supporting someone experiencing family violence;
- a dedicated family violence support line through Benestar, Crown's Employee Assistance Program (EAP);
- dedicated training for the operational HR team in Melbourne; and
- the appointment of dedicated Contact Officers in Melbourne.

## CULTURAL AND LINGUISTIC DIVERSITY EMPLOYEE NETWORK

In March 2018, Crown launched an employee network, the Cultural and Linguistic Diversity Employee Network, dedicated to progressing cultural and linguistic diversity within the workplace.

## LGBTIQ+

Crown is currently preparing an LGBTIQ+ strategy framework. Crown's established LGBTIQ+ Steering Committee is responsible for developing this framework. In January 2018, Crown gained membership to Pride in Diversity, the national not-for-profit employer support program for LGBTIQ+ inclusion.







Members of Crown's Indigenous employment team

## INDIGENOUS EMPLOYMENT PROGRAMME

Crown has now provided over 800 Indigenous employment opportunities. Crown's parity agreement with the Department of Prime Minister and Cabinet is on track to meet the commitment of a 3.1% Indigenous work force.

There was a 14% increase in the number of Indigenous people having 6-10 years of service in the company. This represents people in the programme finding a career path within the organisation.

Crown provides people with opportunities to gain work experience and develop their careers. This is represented by:

- 4 people having gained promotions;
- 61 people having transferred; and
- 19 resignations for career advancement opportunities outside of Crown.

As 72% of the people in the programme are under 30 years of age, working at Crown will likely be one of their first jobs and represent the first step in their professional career.

**\$76** million  
in Wages back  
into Indigenous  
Communities

**800**  
Indigenous Employment  
Opportunities

**14%**  
Increase in the Number  
of Indigenous People  
having 6-10 Years of  
Service in the Company

**19**  
Resignations have been for  
Career Advancement  
Outside of the Organisation



## CROWN SYDNEY

Construction of Crown Sydney is progressing on schedule. Some highlights of the project from an Indigenous employment perspective include:

1. Crown funded, and Lendlease assisted, an **iTradies Programme** in which 14 Indigenous men and women undertook and successfully completed their Certificate I in Construction. The course was held over seven days as a residential construction immersion course. The graduates are supported by Aboriginal Employment Strategy (AES) to obtain work within the construction industry. Members of the Crown Sydney Project Team participated as industry leaders in a learning circle with the graduates and attended the formal graduation ceremony. Crown is facilitating those graduates in obtaining permanent full-time work with Crown's subcontractors on the project as well as more broadly in the industry.

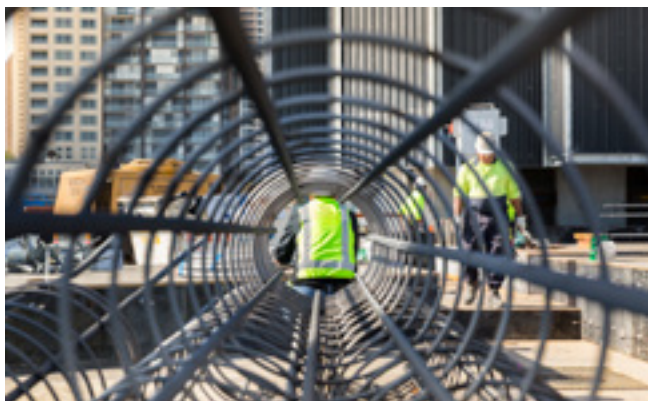
# 14

Indigenous Men and Women undertook and successfully completed their Certificate I in Construction

2. **Aaron Lowth**, a Contracts Administrator on the Crown Sydney Project, was recently awarded his Gold Diary from Career Trackers. Career Trackers creates opportunities for Indigenous tertiary students to undertake internships and forge careers in their chosen fields of study. Aaron has just completed a Bachelor of Laws and a Bachelor of Social Research and Policy from the University of NSW and is now working full-time on the Crown Sydney Project managing multiple packages in claims and commercial administration. Gold Diaries are awarded to interns who have achieved a distinction average in their studies. Aaron has been working on the Crown Sydney Project since September 2016.
3. **Harry Pitt**, a University of Wollongong Visual Arts student, has been commissioned by Crown to provide a contemporary work for the Crown Sydney Site Amenities. Harry is a young Indigenous artist creating temporary works that talk about culture, environmental sustainability and community amongst other things.



Crown Sydney employee



Proposed concept render of Crown Sydney



# CROWNability

Empowering People with Disability

## CREATING AN EXPERIENCE OF ACCESS AND INCLUSION

Crown is committed to transforming perceptions of disability within our organisation and the broader community.

The CROWNability programme was launched in 2014 to support the employment, development and retention of people with disability at Crown. Working proactively with industry partners and stakeholders, the dedicated CROWNability team has successfully placed and supported over 360 candidates into meaningful careers.

CROWNability is an employment programme that strives to ensure that people with disability are given the opportunity to gain employment at Crown within the diverse range of roles available.

The model is designed to match people's abilities to real jobs. The CROWNability Action Plan 2018 – 2021 strategically focusses on building meaningful careers for employees with disability and ensuring access and inclusion extends beyond employment.

# 360

Candidates in  
Diverse and  
Meaningful  
Careers



Crown employees celebrating International Day of People with Disability with programme ambassador Kurt Fearnley

## INTERNATIONAL DAY OF PEOPLE WITH DISABILITY

Crown was proud to recognise International Day of People with Disability (IDPWD) on 3 December 2017.

IDPWD is a United Nations sanctioned day that is celebrated internationally. The day aims to increase public awareness, understanding and acceptance of people with disability and celebrates their achievements and contributions.

IDPWD was celebrated with the launch of the second CROWNability Action Plan 2018 – 2021. Events were held across both Crown properties to raise awareness about the commitment to living and working with people with disability.

CROWNability ambassador and Australian Paralympian, Kurt Fearnley, supported Crown at this celebration.

With the launch of the second CROWNability action plan for 2018 – 2021, Crown aims to continue creating valuable employment opportunities and career development pathways for people with disability.

***"One of the best things about employing people with disability is that we are able to change lives."***

Ian Tsolakis  
Group Disability Employment Manager

Working collaboratively with managers, employment service providers and CROWNability employees, the programme's post placement support strategy has resulted in improved retention rates.

CROWNability employees in the programme as at 30 June 2018 are set out below.

FY18	Melb	Perth	Total
CROWNability active employees	112	128	240
Total employed to date	163	190	361
Overall retention			68%



Crown Melbourne Community Week

## CASE STUDY

**Brett Duncan****Trainee Pastry Chef Crown Melbourne**

CROWNability programme participant Brett Duncan commenced his career at Crown in 2015 as an Environmental Service Attendant in Food and Beverage.

Brett was born hard of hearing and as a result, requires the use of a cochlear implant.

Brett says that “when I found out about CROWNability, I liked that I had the opportunity to gain employment at a company that supported and understood people with disability. I knew that if I was successful I would be working somewhere where I would have the opportunity to meaningfully progress my career.”

A keen foodie (cakes and chocolate are his favourite), and passionate vegan, Brett approached the CROWNability team earlier this year and expressed interest in furthering his career within the Food and Beverage space. With support from both the CROWNability programme and his Disability Employment Service provider, Brett applied for and was successful in moving into a Pastry Chef Traineeship.

Brett notes that throughout his employment the CROWNability team has “always been there to support me, it has linked me with people to support my hearing and has helped me educate my management teams by providing them with hearing awareness training. CROWNability has been amazing, it makes me feel so comfortable coming to work knowing that there is so much support available to me when I need it.”

## CASE STUDY

**Paidaishe Tembo****Awarded the 2018 Apprentice of the Year Crown Perth**

Paidaishe is an Apprentice Chef who commenced at Crown as a Cook Alone straight after graduating high school in 2015. She then completed a Certificate III in Commercial Cookery and began as an Apprentice Chef in 2016.

As Paidaishe is deaf, CROWNability has been able to support her by implementing necessary workplace adjustments including interpreters, pager systems and technology to allow for effective communication with her team and supervisors.

Paidaishe has since worked in various kitchens and consistently performed at a high standard.

As testament to her hard work and the support provided at Crown, Paidaishe was awarded the 2018 Perth Apprentice of the Year and writes:

“My words of wisdom would be to those who have challenges, but still have a dream to become a chef. My advice is to not let the challenges interfere with their end goal but instead let it be the driving force for them to work harder. I would like to thank Crown Perth for the CROWNability Programme as it has given me so much support, given me a chance to achieve my dreams of becoming a chef, boosted my confidence and also to be recognised as an individual and not view my disability as an impairment.

So I say to you all that I truly believe with hard work we can overcome”.



## HEALTH, SAFETY & EMPLOYEE WELLBEING

Crown is committed to protecting the health and safety of those who work across its properties and the people who visit and use Crown's facilities.

'CrownSAFE', the training programme developed internally to raise awareness and responsibility of workplace safety, continues to play a pivotal role in the improvement of Crown's health and safety performance.

A key feature of CrownSAFE is the promotion of consistent and tailored safety campaigns to employees across both properties. In financial year 2018, the following campaigns were supported by Crown:



Safety Alerts are regularly communicated to employees that identify specific hazards and aims to create further awareness and education. Sit/Stand desks have been introduced to assist those employees affected by working within a sedentary role, encouraging movement and change of posture which has been extremely well received.

This year has been the first full year of Crown's manual handling programme Evaluation and Management of Manual Handling (EMMaH). Since its launch in 2017, EMMaH's purpose is to eliminate or reduce hazardous manual handling activities in

**132**  
Elected Health  
& Safety  
Representatives

Manual  
Handling  
Training  
Delivered to  
more than

**10,000**  
Employees



HEALTH SAFETY  
WELLBEING

the workplace, as approximately 70% of all reported incidents and hazards normally contain some aspect of manual handling. Utilising sensor technology, the EMMaH programme enables Crown to objectively analyse employees while they are going about their roles. The programme provides feedback to employees based on that analysis and provides recommendations to improve body positioning, technique, training requirements or a modification as to how that task is being undertaken. Participation in this programme across both properties encourages and promotes a positive manual handling culture with a strong emphasis on manual handling training, both online and at work locations, targeting specific risks.

Crown was pleased to launch its new Mental Health Awareness Programme for managers which is to be rolled out in the next 12 months. The programme aims to increase the capability and confidence of Crown managers when dealing with general mental health situations, whilst providing all employees with access to specialised counselling and information services.

Crown's continued success in health, safety and employee well-being relies on solid safety leadership, the existence of a strong safety culture supported by structured planning, consistent process development and implementation.

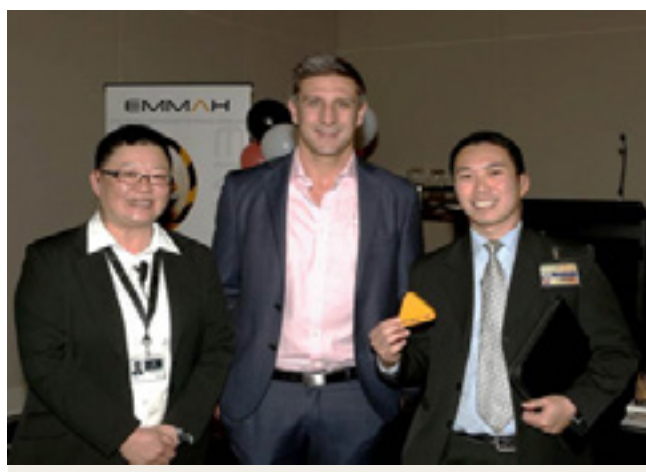
Crown remains committed to the continuous improvement of workplace health & safety and employee well-being outcomes.

### More information

Crown's Occupational Health and Safety Policy is available at [crownresorts.com.au](http://crownresorts.com.au)



Crown Melbourne employees with Jonathan Brown





# CREATING A WORLD-CLASS CUSTOMER EXPERIENCE



# Creating a World-Class Customer Experience

Crown's Melbourne and Perth resorts are significant tourist attractions, serving millions of visitors each year with approximately 18,000 people working towards the delivery of a world-class customer experience.

## Customer Satisfaction

Customer satisfaction is a priority of Crown. Crown aims to provide each visitor with an exceptional level of customer service. Crown is committed to continuing to provide its employees with meaningful learning and development opportunities to ensure that Crown continues to deliver exceptional levels of customer services.

Accompanying the expectation of world-class service is an expectation of world-class facilities. From the start of financial year 2014 until the end of financial year 2021, Crown is expected to have invested over \$1.6 billion in upgrading and expanding its two Australian resorts, ensuring they are able to compete with the best in the world.

Crown values the opportunity to receive feedback from its customers and provides many different feedback channels. The information provided through feedback channels allows Crown to better meet the requirements and expectations of its customers.

## 18,000

People working towards delivering A World-Class Customer Experience

## 31 million

visits

## \$1.6 billion

Investment in Crown Melbourne and Perth (F14 – F21)

Feedback channels include Crown's website, feedback forms in hotel rooms, feedback forms on the gaming floor and the opportunity to provide verbal feedback directly to employees or written feedback via email.

## Safety and Security

With approximately 31 million visits per year, Crown aims to provide a safe and secure environment for those who come to visit and those who work at its properties.

The health and safety of Crown's customers is a key focus of every aspect of the business. This commitment is also covered through various pieces of legislation, regulations and codes of practice.

Crown's commitment to safety and security is supported by workplace health and safety programmes which aim to protect employees, suppliers, customers and contractors through:

- the identification of hazards and minimising risks;
- dedicated first aid officers on site 24 hours a day, seven days a week in both Melbourne and Perth; and
- security measures that focus on protecting people and assets, preventing and detecting undesirable activity and managing any incidents.



Crown Towers Perth



At Crown Melbourne and Crown Perth, highly trained security teams are on site at all times. All security officers, supervisors and managers have undertaken extensive, accredited security training which includes an understanding of human rights, with regular on-going monitoring and refresher training. Crown's operational security employees are all licensed and registered.

Supporting Crown's security teams is a comprehensive closed circuit television system which is in operation throughout Crown's facilities, complemented by duress alarms in selected areas.

Crown's senior management works closely with law enforcement agencies and other government related agencies to ensure any potential risk is appropriately managed and addressed, including risks associated with particular individuals who may visit Crown's properties. Any safety and security incidents are reported to Crown's senior management to ensure trends are identified and appropriate actions taken. Significant incidents are reported to the Crown Resorts Board.

## Privacy

### Customer Privacy

Crown is committed to protecting the privacy of its customers. Crown complies with privacy laws and has established procedures and policies to ensure best practice in handling customer information across all areas of its business.

### Privacy Compliance Programme

Crown Melbourne and Crown Perth both have a comprehensive Privacy Compliance Programme, which details the commitment, processes and procedures of each property in ensuring privacy is maintained in accordance with the obligations of the Privacy Act 1998.

The Privacy Compliance Programme relevantly details:

- key roles and responsibilities for privacy management, including staff responsible for handling privacy enquiries, complaints and access;
- policy and procedural documents that address the handling of information during the information lifecycle;
- staff training including mandatory online privacy training; and
- routine privacy compliance assessments and audit reviews.

### Privacy Policy

As part of the Privacy Compliance Programme, Crown Melbourne and Crown Perth each have a publicly available Privacy Policy, which details:

- how personal information will be managed including collection, use, storage and disclosure;
- how to contact Crown's Privacy Manager;



Crown Melbourne employees


- guidance on matters such as cross border disclosure of personal information;
- details as to data quality and data security; and
- details of how privacy complaints and enquiries are dealt with.

To assist employees in complying with the Privacy Policy, Crown has a Privacy Compliance Guide, which outlines how staff are expected to handle personal and sensitive information in their everyday duties.

Crown routinely ensures that all employees are trained in privacy compliance and, in May 2018, Crown participated in the Office of the Australian Information Commissioner Privacy Awareness Week.

### **Data Breach Response Procedure**

In February 2018, Crown Melbourne and Crown Perth implemented a comprehensive Data Breach Response Procedure, which sets out key steps to undertake when responding to a privacy breach or suspected privacy breach.

 More information  
Crown Melbourne's Privacy Policy available at: <http://www.crownmelbourne.com.au/privacy-policy>  
Crown Perth's Privacy Policy available at: <https://www.crownperth.com.au/general/privacy-policy>

## **Responsible Service**

### **Responsible Service of Alcohol**

Crown encourages those who choose to drink, to do so responsibly. Responsible Service of Alcohol (RSA) programmes have been developed and implemented across both resorts. These are supported by a strong compliance culture and framework, along with extensive employee training and refresher programmes. Internal RSA management committees and participation in external forums and committees ensure Crown remains at the forefront of RSA.


### **Responsible Service of Gaming**

Crown is renowned for excellence in all aspects of its services and facilities, and Crown's commitment to providing gaming services in a responsible manner is no exception. Significant resources are allocated towards raising awareness of responsible gaming and to assisting customers enjoy their gaming experience.

Responsible gaming culture is embedded at each resort and is achieved through extensive employee training, information campaigns for customers and staff, internal and external stakeholder engagement and is overseen by the Crown Resorts Limited Responsible Gaming Board Committee.

Responsible Gaming Centres at each resort are the focal point for interaction with customers. Staffed by a dedicated and professional team within each resort, the Centres provide free and confidential services, programmes and referrals and are available 24 hours a day, seven days a week, providing information in English and other languages.

Crown remains committed to developing new, and refining existing, responsible gaming programmes and services, and will continue its strong engagement with stakeholders to contribute to informed delivery in the area of responsible gaming.

 **More information**  
Crown Resorts website: <http://www.crownresorts.com.au/our-contribution/commitment-to-responsible-gaming>  
Crown Resorts Board Responsible Gaming Committee Charter: <http://www.crownresorts.com.au/CrownResorts/files/77/77e5aaff-bcbd-4c49-a027-cdb68a5158bf.pdf>



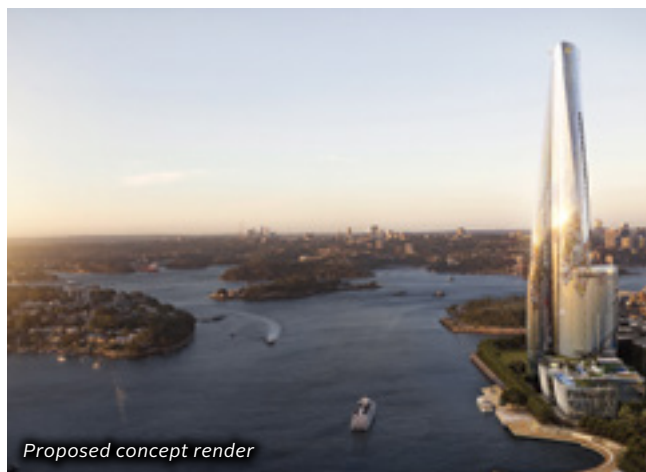
Crown Perth Responsible Gambling Awareness Week



Crown Melbourne Responsible Gambling Awareness Week



# THE BIGGER PICTURE



*Proposed concept render*

# The Bigger Picture

## Environmental Sustainability

### CROWN EARTH

Crown's Sustainability programme, CROWNEARTH, is a policy, a strategy, plans, actions and outcomes – it is also a brand, instantly recognised by managers and employees that signifies and reinforces Crown's commitment to the three pillars of sustainability: people, planet and profit.

Crown Melbourne and Crown Perth work collaboratively, aligning strategies and programmes across both properties that will further reduce the environmental impact and contribute to developing more sustainable practices.

Both Crown Melbourne and Crown Perth have adopted an Environmental Management System (EMS) in line with ISO14001 guidelines. The EMS provides a framework for monitoring and managing Crown's environmental impact.

Two committees of the Board monitor environmental issues – the Corporate Social Responsibility (CSR) Committee and the Risk Management Committee. Both the CSR Committee and the Risk Management Committee regularly report to the Board.

The Crown Environment Policy sets out an overall framework and approach to minimising Crown's environmental impacts. Crown's environmental vision and strategy are supported by the executive management team and communicated to all levels of management and front-line employees.

Crown's well-established, employee-led CROWNEARTH Committees were very active across both properties focussing on numerous energy, water and waste management initiatives to improve the overall sustainability performance of the business.

In Financial Year 2018, Crown has:



**Reduced Overall GHG Emissions by 3.1% (t CO<sub>2</sub>-e)**



**Reduced GHG Emissions Intensity by 4.4% (t CO<sub>2</sub>-e / m<sup>2</sup>)**



**Diverted Approximately 70% of Waste Away from Landfill**

During the 2018 financial year, Crown achieved a reduction in greenhouse gas emissions intensity of 4.4% per area, Crown Melbourne reported a decrease in water consumption of 4.4% and Crown Perth recorded a 2% reduction in overall electricity consumption, in comparison to the previous year.

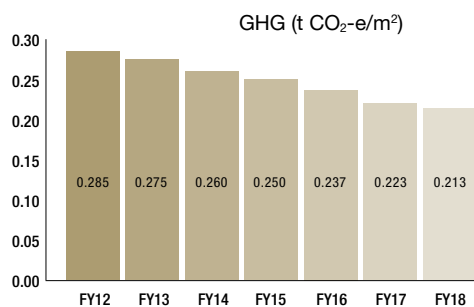
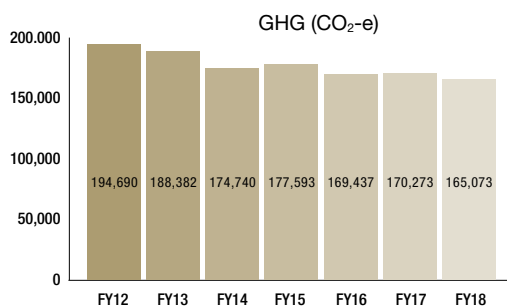
Crown's Recycle90 Programme continues to be integral to our overall waste management strategy with approximately 70% of Crown's waste diverted from landfill. With over 20 streams of recycling at each property, Recycle90 is one of the more comprehensive recycling programmes in Australia. For more detailed information, please refer to the Performance Data section of this Report.

At both resorts, Crown has invested in a comprehensive monitoring and reporting system which provides live data for measuring electricity, natural gas and water consumption throughout both properties. This enables resource-saving initiatives to be identified and their improvements tracked as they are implemented.

Providing customised time-of-use data to each of the business units is critical to enabling a process of continuous improvement for environmental performance into the future.

Crown recognises that policies and systems, whilst important, are not enough – employees need to understand and be aligned to Crown's environmental objectives, otherwise change is difficult to achieve and short-lived.

The 2018 financial year saw a major focus on staff engagement across Crown's resorts with regular events, training and communications to ensure staff and contractors are kept informed of Crown's environmental objectives and progress and to continue to embed sustainability as part of Crown's culture.



#### More information

The CSR Board Committee charter: <http://www.crownresorts.com.au/corporate-governance/charters>

The Risk Management Committee charter: <http://www.crownresorts.com.au/corporate-governance/charters>

Crown's Environment Policy: <http://www.crownresorts.com.au/corporate-governance/policies>



## CASE STUDY

## CROWN PERTH GOES GREEN FOR CROWNEARTH SUSTAINABILITY WEEK!

In order to achieve set targets to help reduce its impact on the environment, Crown needs the support of its employee base.

From 30 April – 6 May 2018, CROWNEARTH invited all staff and vendors to participate in its annual Sustainability Week. Various activities were held throughout the week while employee participation was rewarded with giveaways, competitions and prizes, including overnight accommodation packages and Gold Class movie tickets.

The Staff Dining Room was a hive of activity with daily activations supported by key vendors promoting Crown's efforts across its key areas of sustainability: energy, waste and water management.

Vittoria Coffee treated employees to complimentary Rainforest Alliance coffee, Suez educated employees about recycling processes at Crown and EnviroHouse offered discounted environmentally friendly, plastic-free products.

During the week, Crown also launched its support and participation in Plastic Free July with the assistance of the organisation's Founder and Executive Director, Rebecca Prinz-Ruiz. Rebecca was onsite at Crown to talk with employees about how they could support the initiative by reducing their use of single-use plastics, including straws and water bottles.



## CROWN MELBOURNE HOTELS MAKE THE CROWNEARTH CHOICE

Crown Melbourne's hotels are proud to support a number of charities via soft linen donations and recycling programmes. Below is a snapshot of donations made during financial year 2018.



## CASE STUDY

## CROWN'S CARBON OFFSET PROGRAMME

Crown is proud to offer its Carbon Offset programme for guests in its hotels and events facilities. The programme, a first in the hospitality and entertainment industry, was re-certified in 2018 under the Australian Government's National Carbon Offset Standard (NCOS) across both Melbourne and Perth properties.

When a guest voluntarily offsets their hotel stay, function or conference event, Crown offsets their emissions by purchasing carbon credits in the Tasmanian Reforestation Project. Crown also voluntarily offsets emissions from the energy required to heat Crown's pools as well as Melbourne's iconic gas brigades. These carbon credits are generated from projects that have been certified as Gold Standard under the Voluntary Carbon Standard and approved through the Australian Government's National Carbon Offset Standard.



## Conserving Tasmania's Wilderness

Tasmania is home to one of the world's last great temperate wilderness areas and is renowned for its unique species, biological diversity and the country's largest tract of temperate rainforest.

This carbon offset project is lovingly run by a third generation farming family, and protects over 7,000 hectares of native Tasmanian forest which would, if not for the project, continue to undergo selective logging or be cleared and converted to pasture.

Protecting the forest from logging secures valuable habitat for native wildlife including several endangered species: the Tasmanian devil, the wedge-tailed eagle and the spotted quoll.



## More information

Crown's Carbon Offset Program: <http://www.crownmelbourne.com.au/carbon-offset-program>

In addition to its internal programmes, Crown participated in a number of externally organised programmes throughout the 2018 financial year, including:



Crown Perth employees supporting Clean up Australia Day



## CASE STUDY

**CROWN MELBOURNE LETS THE SUNSHINE IN!**

Crown Melbourne was excited to announce the successful installation of a 300 kilowatt PV solar power system on its Clarke Street building in February 2018. The system consists of over 900 solar panels and was recognised as the largest solar installation in the Melbourne CBD.

The system has the capacity to produce over 400,000 kWh of renewable energy annually, equivalent to the power consumed by over 70 homes.

It will reduce annual emissions by over 460,000 kg CO<sub>2</sub>-e, comparable to planting approximately 12,000 trees. This project showcases Crown's commitment to sustainability, being just one of many energy conservation projects that Crown has completed over the last few years.



Solar panel array - Crown Melbourne



Community Week - Crown Perth



World Environment Week - Crown Melbourne



World Environment Week - Crown Melbourne

## CASE STUDY

**CROWN SYDNEY TO REACH SUSTAINABILITY HEIGHTS!**

The development of the Crown Sydney Hotel Resort in Barangaroo may be in its early stages, but there is a long list of sustainability plans in its construction. These include targeting a 6-Star Green Star Design and As Built rating and a 5-Star NABERS energy rating, 100% LED lighting throughout, the use of sustainable construction materials, high efficiency cooling systems, rainwater collection and recycled water – just a few of the features that demonstrate the sustainability credentials of this prestigious development.

The project will be Australia's first large-scale carbon neutral precinct, which means that Kristjan Young, Crown Resorts' Environmental Manager, is busy managing compliance related to sustainability obligations in the design and construction of the Crown Sydney Hotel Resort.

"The Crown Sydney development has had to ensure its design is consistent with the precinct's aspirations. The specific sustainability aspirations for the project are to build a world's best practice sustainable building," Kristjan says.

"The most significant milestone for the project so far was the creation of a Bespoke Custom Green Star Rating tool in conjunction with the Green Building Council of Australia."

The main focus for this year is to ensure the implementation and design of the building is on track to achieving the future targets during the construction phase.

Kristjan is always looking for ways to add value and increase operational efficiency, such as a waste system that liquidises all food waste for discharge to the sewer system, which will reduce waste going to landfill.

The Crown Sydney Hotel Resort is scheduled to open in early 2021.



Crown Sydney - Barangaroo





Crown Perth apprentice chefs supporting Foodbank WA

## Supply Chain Management

Crown's Australian resorts procure approximately \$1 billion of goods and services from around 6,000 suppliers annually.

Crown, through its procurement activities, places significant importance on driving local and/or Indigenous supplier relationships, and working with organisations that support the employment of people with a disability and who promote gender equity.

### Sustainable Supply Chain Strategy

The management of environmental, social and economic impacts and the encouragement of good governance practices is a key Sustainable Supply Chain objective for Crown. Crown remains focussed

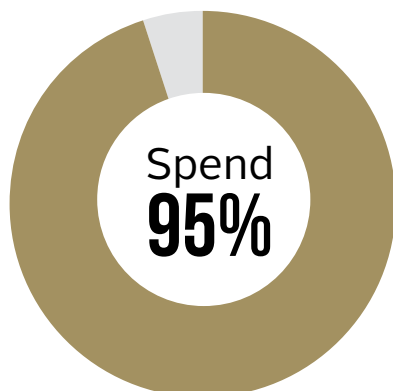
on continuing to develop internal processes and implement recommendations in line with best practice ISO 20400 Sustainable Procurement.

In 2018, Crown launched its Sustainable Supply Chain Policy. This Policy was developed to provide guidance towards integrating environmental and social considerations in procurement decisions to promote a more sustainable way of doing business.

Crown's vision is to contribute to environmental sustainability and community development whilst reducing the impact of our own operations through considered procurement decisions.

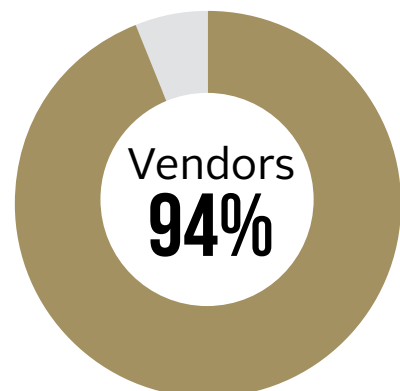
Crown intends to leverage its influence as a large buyer and support its suppliers to improve their own sustainability practices.

## Commitment to Australian Businesses



Crown continues to support Australian businesses and operates with **over 90% of all spend and vendor relationships** remaining in Australia

Local  
International



## Supplier Code of Conduct

In March 2018, Crown published and issued a Supplier Code of Conduct to all suppliers via supplier forums, supplier-relationship management meetings, mass direct mailings and within tender processes.

The Code of Conduct highlights Crown's key values, operating principles and outlines supplier expectations.

Crown's key values and operating principles included in the Code of Conduct are:

- Corporate governance, ethics and regulatory (anti-bribery and corruption, conflict of interest, gifts, gratuities, hospitality and entertainment, confidentiality and privacy and import duties and requirements);
- Human rights and workplace conditions;
- Health and safety;
- Environmental sustainability;
- Supplier diversity (supporting Indigenous Australians, people with disability and gender equity); and
- Risk management.



Health and Safety



Human Rights and Workplace Conditions



Greenhouse Gas Emissions



Waste Reduction



Indigenous Partnerships

## Sustainability Reporting

Incorporating a self-service portal, Crown has implemented a data collection process that has helped Crown gain transparency and insight about the sustainability of its suppliers, spanning a range of criteria which includes:

- Greenhouse gas emissions;
- Waste reduction;
- Health and safety;
- Human rights;
- Environmental impacts; and
- Indigenous partnerships.

It is mandatory that supplier profiles are completed as part of Crown's supplier pre-qualification and supply risk assessment processes. This provides a collection of data that gives Crown a better understanding of its suppliers' activities. This information is used to explore opportunities with those involved in bringing products and services into the business, which in turn will help create, protect and grow long term sustainable shared value.



### Anti-Bribery and Corruption

We have a zero tolerance approach to acts of bribery or corruption by our employees and any of our associates, including our suppliers.

### Conflict of Interest

A conflict of interest exists where a person's loyalties are divided or might be perceived to be divided. Our employees and suppliers must guard against any perceived, potential and/or actual conflict of interest while employed by or acting on behalf of Crown Resorts.

### Gifts, Gratuities, Hospitality and Entertainment

Gifts, gratuities, hospitality and entertainment must not be given or received with the intention of influencing a business decision or securing an unfair business advantage. However, these exchanges are acceptable if they:

- are reasonable in cost;
- are proportionate to the business relationship;
- are given in good faith; and
- comply with applicable law and Crown Resorts' policies.

## Corporate governance, ethics & regulatory

Crown Resorts adheres to good corporate governance practices, some of which are summarised below. For detailed information go to:

- [www.crownresorts.com.au/corporate-governance/policies](http://www.crownresorts.com.au/corporate-governance/policies) to see our corporate governance policies
- [www.crownresorts.com.au/privacy-policy](http://www.crownresorts.com.au/privacy-policy) to see our privacy policy.




# RESPONSIBLE AND ETHICAL BEHAVIOUR



# Responsible and Ethical Behaviour

A culture of responsible and ethical behaviour underpins all of Crown's activities, providing the foundation for business success.

A strong corporate governance framework supports the management of the business. Crown follows the best practice recommendations set out by the ASX Corporate Governance Council's Corporate Governance Principles and Recommendations.

 More information  
Crown's Corporate Governance Statement:  
<https://www.crownresorts.com.au/corporate-governance/corporate-governance>


## Regulatory Oversight

Crown's Australian resorts have a compliance department that manages Crown's compliance programme. The gaming industry is highly regulated and each of the casinos in which Crown has an interest is subject to extensive regulation under the laws, rules and regulations of the jurisdiction where it is located.

## Ethics and Integrity

In addition to the gaming compliance and probity requirements that Crown's properties are subject to, as a publicly listed company, Crown is subject to the continuous disclosure and regular reporting regimes mandated by the Corporations Act and the ASX Listing Rules.

Crown has established separate Codes of Conduct that outline the standard of ethical behaviour that is expected of its Directors, employees and suppliers at all times.

 More information  
Crown's Code of Conduct for Directors, Code of Conduct for Employees and Supplier Code of Conduct:  
<http://www.crownresorts.com.au/corporate-governance/codes>  
Crown's Corporate Governance Statement is included in the 2018 Annual Report:  
<http://www.crownresorts.com.au/investors-media/annual-reports>

## ZERO

tolerance  
approach to  
acts of bribery  
or corruption  
by employees  
and associates

## ZERO

tolerance  
Anti-bribery  
and Corruption  
Policy

## Anti-bribery and Corruption

Crown has adopted a formal Anti-bribery and Corruption Policy which details Crown's policy concerning acts of bribery and corruption.


Crown takes a zero tolerance approach to acts of bribery or corruption by employees and associates.

The Crown Board is fully committed to the implementation of a zero tolerance Anti-bribery and Corruption Policy. The Board and senior management team continue to foster a culture within Crown in which bribery or corruption is never acceptable.

Suspected incidents of bribery and corruption are required to be reported to the Legal Department of the relevant Crown business in which the employee operates. Crown also operates a whistleblower programme which can be used to report bribery and corruption.

In addition, Crown has established and maintained an internal control structure to prevent and detect fraud and error and to facilitate the preparation of a reliable financial report and ensure adequate financial records have been maintained.

Crown Melbourne and Crown Perth each have an internal audit function in place which are responsible for determining whether material risk exposures have been identified and are being managed effectively. As a publicly listed company, Crown's financial accounts are subject to third party review and audit which is designed to express an opinion on the full year financial statements, and to obtain reasonable assurance that the financial statements are free from material misstatement.

 **More information**  
Crown's Anti-bribery and Corruption Policy: <http://www.crownresorts.com.au/corporate-governance/policies>  
Crown's Annual Report: <http://www.crownresorts.com.au/investors-media/annualreports>



## Conflicts of Interest

Crown has a number of policies and procedures in place which deal with conflicts of interest.

Employees are required to inform their immediate supervisor or manager or the Company Secretary of any possible or potential conflict of interest for the purpose of eliminating or minimising them immediately.

Related party disclosures are included in Crown's Annual Report.



### More information

Crown's Code of Conduct for Directors, Code of Conduct for Employees and Supplier Code of Conduct:

<http://www.crownresorts.com.au/corporate-governance/codes>

Crown's Annual Report: <http://www.crownresorts.com.au/investors-media/annualreports>

## Risk Management

Crown has established a framework for the oversight and management of material business risks and has adopted a formal Risk Management Policy which is administered by Crown's Board convened Risk Management Committee. Risk management is an integral part of the industry in which Crown operates. Management is charged

with monitoring the effectiveness of Crown's risk management systems and is required to report to the Board via the Risk Management Committee.

The Risk Management Policy sets out procedures which are designed to identify, assess, monitor and manage risk at each of Crown's controlled businesses and requires that the results of those procedures are reported in a Risk Profile to the Crown Board. The Framework has been developed using the model outlined in AS/NZS ISO 31000:2009 Risk Management – Principles and Guidelines.

Crown's Risk Profile, which is reviewed annually, identifies specific head office risks in light of major risks identified at an operational level and provides the framework for the reporting and monitoring of material risks across the Crown group on an ongoing basis.

In addition, Crown's Australian resorts, Crown Melbourne and Crown Perth, each have an established risk management framework in place.



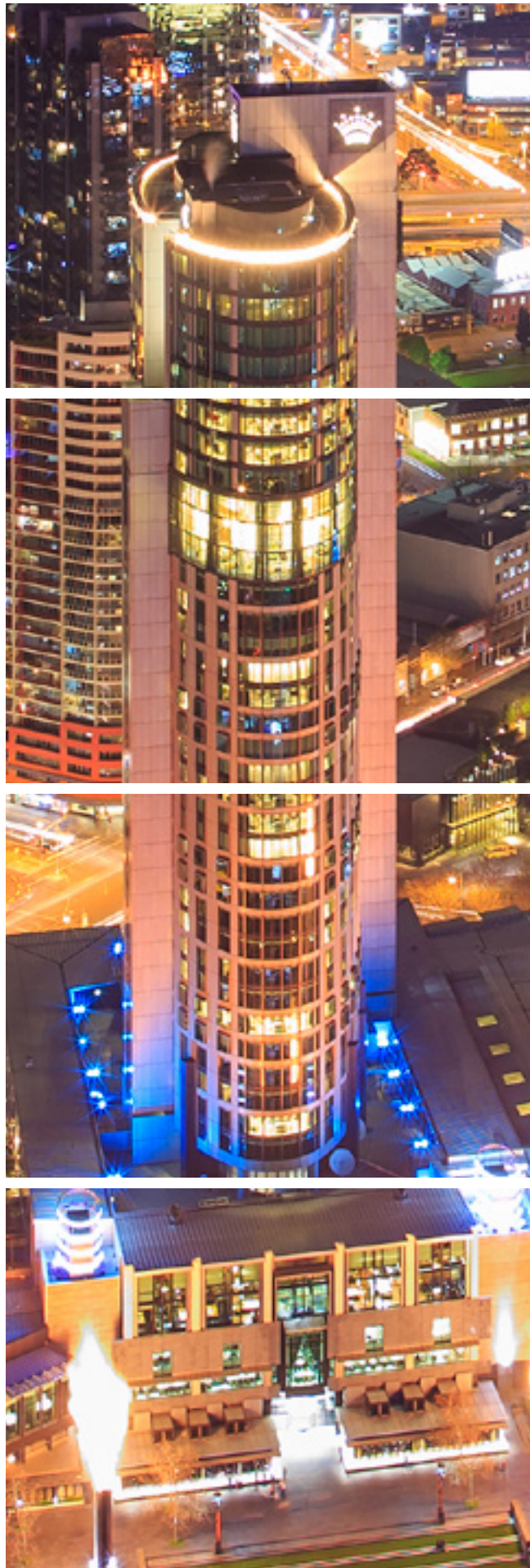
### More information

Crown's Risk Management Committee Charter: <http://www.crownresorts.com.au/corporate-governance/charters>

Crown's Risk Management Policy: <http://www.crownresorts.com.au/corporate-governance/policies>

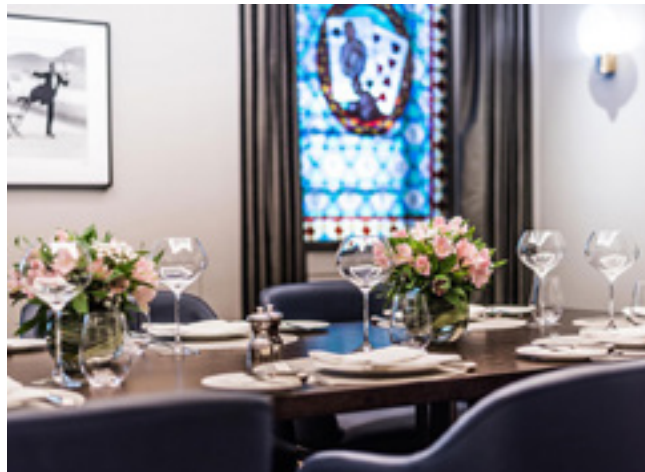


Crown Perth employees





# OUR REPORTING AND OUR STAKEHOLDERS



# Our Reporting and our Stakeholders

This is Crown's sixth Corporate Social Responsibility Report and builds upon previous Reports. This Report relates to Crown's Australian resorts, Crown Melbourne and Crown Perth, for the financial year ended 30 June 2018.

Crown has defined its material issues as those which reflect significant economic, environmental and social impacts and has referenced the 2017 GRI Standards – for further detail, please refer to the GRI Content Index on pages 60-61.

The material issues which have been identified for reporting purposes are set out below.

Material Issue	Issue Description
<b>Employment</b>	Crown's role as a major employer in the VIC and WA economies
<b>Tax contribution</b>	Amount of tax paid
<b>Responsible gaming and responsible service of alcohol</b>	Supporting customers to enhance their Crown experience
<b>Community giving</b>	The Crown Resorts Foundation and other philanthropic programmes/activities run by Crown and their role in addressing community needs
<b>Ethics and governance</b>	Strong governance processes and an uncompromising ethical approach to business
<b>Anti-corruption</b>	Anti-corruption policies and practices which underpin Crown's activities
<b>Diversity</b>	Crown's performance in promoting gender, cultural and linguistic, Indigenous and disability diversity
<b>Workplace Health &amp; Safety</b>	Workplace health and safety performance and practice
<b>Employee retention</b>	The challenges of retention of good employees in an industry noted for high levels of turnover
<b>Employee learning and development</b>	Crown's investment in learning and development and its role in promoting careers for its employees
<b>Safety/security</b>	Providing for the safety of customers and employees
<b>Resource use</b>	Crown's efforts to improve efficiency of resource use – energy, water, food and beverages etc
<b>Carbon emissions</b>	Efforts to minimise greenhouse gas emissions
<b>Waste management and reduction</b>	Crown's efforts to recycle, minimise and manage waste
<b>Supply chain</b>	Opportunities for Crown to work more closely with its supply chain to support CSR outcomes
<b>Partnerships</b>	Partnerships with other groups to achieve CSR outcomes

## How Crown Engages with Stakeholders

Maintaining strong relationships with all stakeholder groups is key to Crown's business approach. Crown aims to maintain open and constructive stakeholder dialogue on all key industry issues.

Crown values its engagement with external stakeholders. This includes a commitment to the broader community, specifically through improving environmental efficiencies, fostering community goodwill through involvement in philanthropic programmes and employee community engagement.

The primary stakeholders with whom Crown engages are:

- customers;
- employees;
- unions;
- regulators at state and federal levels;
- government;
- business partners and suppliers;
- media;
- shareholders; and
- local community and environmental organisations.



# GRI CONTENT INDEX



# GRI Content Index

Crown references the following 2017 GRI Standards.

## General Standard Disclosures

Aspect / Disclosure	Disclosure Description	Report & Page Ref
<b>STRATEGY AND ANALYSIS</b>		
102-14	Statement from the Chairman	3
102-15	Description of key impacts, risks, and opportunities	3, Annual Report
<b>ORGANISATIONAL PROFILE</b>		
102-1	Name of the organisation	64
102-2	Activities brands, products, and/or services	64
102-3	Location of headquarters	64
102-4	Location of operations	Annual Report
102-5	Ownership and legal form	64
102-6	Markets served	Annual Report
102-7	Scale of the organisation	64
102-12	External initiatives	3, 7, 10-17, 40
102-13	Membership of associations	3, 40
<b>IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES</b>		
102-45	Entities included in the consolidated financial statements	Annual Report
102-46	Defining report content and topic Boundaries	50
102-47	List of material topics	3, 50
<b>STAKEHOLDER ENGAGEMENT</b>		
102-40	List of stakeholder groups	50
102-43	Approach to stakeholder engagement	50
<b>REPORT PROFILE</b>		
102-50	Reporting period	50
102-51	Date of most recent report	50
102-52	Reporting cycle	50
102-53	Contact point for questions regarding the report	64
102-54	Claims of reporting in accordance with the GRI Standards	50, 52-58
102-55	GRI content index	60-61
<b>GOVERNANCE</b>		
102-18	Governance structure	46, 47, Annual Report
102-19	Delegating authority	46, 47, Annual Report
102-20	Executive-level responsibility for economic, environmental, and social topics	24-26, 38, Annual Report
102-21	Consulting stakeholders on economic, environmental, and social topics	50
102-22	Composition of the highest governance body and its committees	Annual Report
102-24	Nominating and selecting the highest governance body	Annual Report
102-25	Conflicts of interest	47
102-26	Role of highest governance body in setting purpose, values, and strategy	Annual Report
102-27	Collective knowledge of highest governance body	Annual Report
102-28	Evaluating the highest governance body's performance	46-47
102-30	Effectiveness of risk management processes	46-47



Aspect / Disclosure	Disclosure Description	Report & Page Ref
102-35	Remuneration policies	Annual Report
102-36	Process for determining remuneration	Annual Report
102-37	Stakeholders' involvement in remuneration	Annual Report
<b>ETHICS AND INTEGRITY</b>		
102-16	Values, principles, standards, and norms of behaviour	43-44, 46-47

## General Specific Disclosures

Aspect / Disclosure	Disclosure Description	Report & Page Ref
<b>ASPECT: ECONOMIC PERFORMANCE</b>		
103-2	The management approach and its components	Annual Report
103-3	Evaluation of the management approach	Annual Report
<b>ASPECT: PROCUREMENT PRACTICES</b>		
204-1	Proportion of spending on local suppliers	43-44
<b>ASPECT: ENERGY</b>		
302-1	Energy consumption within the organisation	54-55
302-3	Energy intensity	54-55
302-4	Reduction of energy consumption	54-55
<b>ASPECT: WATER</b>		
303-1	Water withdrawal by source	56-57
303-2	Water sources significantly affected by withdrawal of water	56-57
<b>ASPECT: EMISSIONS</b>		
305-1	Direct (Scope 1) GHG emissions	55
305-2	Energy indirect (Scope 2) GHG emissions	55
<b>ASPECT: EFFLUENTS AND WASTE</b>		
306-1	Water discharge by quality and destination	57
306-2	Waste by type and disposal method	58
<b>ASPECT: SUPPLIER ENVIRONMENTAL ASSESSMENT</b>		
308-1	New suppliers that were screened using environmental criteria	44
<b>ASPECT: EMPLOYMENT</b>		
401-3	Parental Leave	24, 53
404-2	Programs for upgrading employee skills and transition assistance programs	20-31
<b>ASPECT: DIVERSITY AND EQUAL OPPORTUNITY</b>		
405-1	Diversity of governance bodies and employees	24-27
<b>ASPECT: SUPPLIER ASSESSMENT FOR LABOR PRACTICES</b>		
414-1	New suppliers that were screened using social criteria	43-44
<b>ASPECT: SECURITY PRACTICES</b>		
410-1	Security personnel trained in human rights policies or procedures	34-35
<b>ASPECT: ANTI-CORRUPTION</b>		
205-2	Communication and training about anti-corruption policies and procedures	46-47





# PERFORMANCE DATA



# Crown Resorts Employees

## Employee Demographics

Crown Resorts' employees are included as Crown Melbourne employees across all tables and figures (unless specified otherwise).

Executive Chairman and Non-Executive Directors are excluded from all tables and figures (unless specified otherwise).

Unless stated otherwise, the following employee data relates to Crown Melbourne and Crown Perth (including Australian-based amenities) as at 30 June 2018.

Employee Status	F17	F18
Full Time	5,316	5,306
Part Time	4,142	4,248
Casual	2,297	2,415
Contractors/Tenancies	4,819	5,980
<b>Total</b>	<b>16,574</b>	<b>17,949</b>

By Site	Perth		Melbourne	
	F17	F18	F17	F18
Full Time	1,790	1,832	3,526	3,474
Part Time	1,599	1,631	2,543	2,617
Casual	1,053	1,162	1,244	1,253
Contractors/Tenancies	1,336	1,339	3,483	4,641
<b>Total</b>	<b>5,778</b>	<b>5,964</b>	<b>10,796</b>	<b>11,985</b>

Diversity	F17	F18
Indigenous Employment Programme employees	191	197
CROWNability employees	201	229



Crown College Melbourne

Gender Balance*	F17	F18
Female	4,963	5,143
Male	6,872	6,891
<b>Total</b>	<b>11,835</b>	<b>12,034</b>

Gender Split*	F17	F18
Female	42%	42.5%
Male	58%	57.5%

\*Figures include Crown Resorts employees

Parental Leave	Head Count
Primary	102
Secondary	99

Parental Leave - Primary	
Headcount	102
Primary Paid	\$755,049
Primary Super	\$130,888
<b>Total Benefits paid to Primary Carer</b>	<b>\$885,937</b>

Parental Leave - Secondary	
Headcount	99
Secondary Paid	\$125,597
Secondary Super	\$25,083
<b>Total Benefits paid to Secondary Carer</b>	<b>\$150,680</b>

<b>Total Parental Leave Benefits Paid</b>	<b>\$1,036,617</b>
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Crown College Melbourne



# Environmental Sustainability

## GRI 302-1 Energy consumption within the organisation

Energy (GJ)	Crown Melbourne	Crown Perth	Jets	Total
F12	896,522	254,720	17,857	1,169,099
F13	903,776	280,793	18,635	1,203,204
F14	827,506	271,806	15,689	1,115,001
F15	682,770	261,835	17,113	961,718
F16	673,803	250,872	22,210	946,885
F17	696,349	323,265	21,802	1,041,416
F18	678,428	315,086	25,533	1,019,047
% CHANGE	-2.6%	-2.5%	17.1%	-2.1%

Electricity (kWh)	Crown Melbourne	Crown Perth	Total
F12	99,756,067	49,718,889	149,474,956
F13	89,924,678	54,201,279	144,125,957
F14	85,115,562	53,084,844	138,200,406
F15	97,702,516	50,411,807	148,114,323
F16	95,293,124	47,838,011	143,131,135
F17	93,083,486	56,376,376	149,459,862
F18	91,748,128	55,262,596	147,010,724
% Change	-1.4%	-2.0%	-1.6%

Gas (GJ)	Crown Melbourne	Crown Perth	Total
F12	518,642	71,543	590,185
F13	559,945	80,399	640,344
F14	504,252	78,390	582,642
F15	312,948	77,033	389,981
F16	335,255	76,715	411,970
F17	338,970	118,039	457,009
F18	321,598	115,560	437,158
% Change	-5.1%	-2.1%	-4.3%

\*All methodologies used are in accordance with the Australian NGER Act. Total energy includes fuel, electricity and gas data obtained from utility invoices. Heating, cooling and steam from external sources are not consumed on-site. Only aviation fuel from domestic jet travel has been included.

## GRI 302-3 Energy Intensity

The energy intensity metrics used are m<sup>2</sup> of gross floor area and \$EBITDA.

Energy (GJ/m <sup>2</sup> )	Crown Melbourne	Crown Perth	Total (including jets)
F12	1.70	1.62	1.71
F13	1.72	1.74	1.76
F14	1.58	1.84	1.66
F15	1.30	1.41	1.35
F16	1.27	1.35	1.32
F17	1.33	1.37	1.37
F18	1.26	1.33	1.32
% Change	-5.2%	-2.4%	-3.9%

Energy (MJ / \$EBITDA)	Crown Melbourne	Crown Perth	Total (including jets)
F12	1.75	1.13	1.59
F13	1.65	1.17	1.53
F14	1.39	0.86	1.23
F15	1.05	0.87	1.02
F16	1.01	0.88	1.00
F17	1.22	1.26	1.26
F18	1.15	1.42	1.26
% Change	-5.1%	13.2%	0.3%

#### GRI 305-1 Direct (Scope 1) GHG emissions

Scope 1 GHG (t CO <sub>2</sub> -e)	Crown Melbourne	Crown Perth	Jets	Total
F12	28,690	4,278	1,242	34,210
F13	30,844	4,833	1,250	36,927
F14	28,170	4,526	1,052	33,748
F15	18,339	4,504	1,148	23,991
F16	19,542	4,352	1,505	25,399
F17	18,439	6,067	1,460	25,966
F18	17,836	6,026	1,710	25,572
% Change	-3.3%	-0.7%	17.1%	-1.5%

\* Greenhouse Gas emissions are calculated using factors stipulated under the National Greenhouse and Energy Reporting (NGER) Act 2007 for electricity, gas and fuel. Only aviation fuel associated with domestic jet travel has been included. Refrigerant emissions have been included based on leakage factors as stipulated by the NGER Act.

All Greenhouse Gases presented have been converted to carbon dioxide equivalent emissions as per the NGER Act reporting methodologies.

#### GRI 305-2 Energy indirect (Scope 2) GHG emissions

Scope 2 GHG (t CO <sub>2</sub> -e)	Crown Melbourne	Crown Perth	Total
F12	120,705	39,775	160,480
F13	107,010	44,445	151,455
F14	99,585	41,406	140,991
F15	115,289	38,313	153,602
F16	107,681	36,357	144,038
F17	101,461	42,846	144,307
F18	99,088	39,684	137,772
% Change	-2.3%	-9.7%	-4.5%

\* Greenhouse Gas emissions are calculated using factors stipulated under the National Greenhouse and Energy Reporting (NGER) Act 2007 for electricity, gas and fuel. Only aviation fuel associated with domestic jet travel has been included. Refrigerant emissions have been included based on leakage factors as stipulated by the NGER Act.

All Greenhouse Gases presented have been converted to carbon dioxide equivalent emissions as per the NGER Act reporting methodologies.

**GRI 305-4 GHG emissions intensity**

The emissions intensity metrics used are m<sup>2</sup> of gross floor area and \$EBITDA.

<b>GHG (t CO<sub>2</sub>-e / m<sup>2</sup>)</b>	<b>Crown Melbourne</b>	<b>Crown Perth</b>	<b>Total (including jets)</b>
F12	0.284	0.280	0.285
F13	0.263	0.305	0.275
F14	0.244	0.312	0.260
F15	0.255	0.230	0.250
F16	0.241	0.219	0.237
F17	0.228	0.207	0.223
F18	0.221	0.189	0.213
<b>% Change</b>	<b>-3.3%</b>	<b>-8.5%</b>	<b>-4.4%</b>

<b>GHG (kg CO<sub>2</sub>-e / \$EBITDA)</b>	<b>Crown Melbourne</b>	<b>Crown Perth</b>	<b>Total (including jets)</b>
F12	0.293	0.195	0.264
F13	0.252	0.205	0.239
F14	0.215	0.145	0.192
F15	0.207	0.142	0.188
F16	0.192	0.142	0.178
F17	0.210	0.190	0.206
F18	0.202	0.202	0.204
<b>% Change</b>	<b>-3.6%</b>	<b>6.2%</b>	<b>-0.6%</b>

<b>Total Emissions (tCO<sub>2</sub>-e)</b>	<b>Crown Melbourne</b>	<b>Crown Perth</b>	<b>Jets</b>	<b>Total</b>
FY11	157,497	40,989	1,435	199,921
FY12	149,395	44,053	1,242	194,690
FY13	137,854	49,278	1,250	188,382
FY14	127,756	45,932	1,052	174,740
FY15	133,628	42,817	1,148	177,593
FY16	127,223	40,709	1,505	169,437
FY17	119,900	48,913	1,460	170,273
FY18	118,653	44,710	1,710	165,073
<b>% Change</b>	<b>-1.7%</b>	<b>-8.6%</b>	<b>17.1%</b>	<b>-3.1%</b>

Greenhouse Gas emissions are calculated using factors stipulated under the National Greenhouse and Energy Reporting (NGER) Act 2007 for electricity, gas and fuel. Only aviation fuel associated with domestic jet travel has been included. Refrigerant emissions have been included based on leakage factors as stipulated by the NGER Act. FY11 has been chosen as the baseline year due to the completion of significant expansion projects in FY10.

All Greenhouse Gases presented have been converted to carbon dioxide equivalent emissions as per the NGER Act reporting methodologies.

Crown engaged Ndevr Environmental to perform quality assurance on Crown Resorts' NGER report. Ndevr Environmental concluded that there is no evidence of misstatement within Crown Resorts NGERs submission for the 2018 financial year. Ndevr's findings extend to applicable sections of Crown Resorts CSR report as they relate to performance which is underpinned by the NGERs emissions and energy data set.



**GRI 303-1 Total Water Withdrawal by Source**

Total Water Consumption (kL)	Crown Melbourne	Crown Perth	Total
F12	704,552	337,681	1,042,233
F13	786,857	361,042	1,147,899
F14	743,101	360,612	1,103,713
F15	729,162	368,081	1,097,243
F16	748,631	339,540	1,088,171
F17	722,374	395,916	1,118,290
F18	690,248	447,566	1,137,814
% Change	-4%	13%	1%

\* Crown only obtains water from municipality water supplies. Data is obtained from utility invoices.

**GRI 303-2 water sources significantly affected by withdrawal of Water**

Crown only obtains water from municipality water supplies. Hence, only the Melbourne and Perth central water supplies are affected by withdrawal.

**GRI 306-1 Total Water Discharge by Quality and Destination<sup>1</sup>**

F18 Water Discharge (kL)	Crown Melbourne	Crown Perth	Total
Sewer	539,510	N/A	539,510
Trade Waste (Cooling Towers)	4,838	N/A	4,838
Un-scheduled Discharges <sup>2</sup>	None	None	None

1. Destination for above discharges is to sewer. Sewer and trade waste discharges are not treated. Data obtained from utility invoices.

2. Based on Crown's OH&S reporting system (OSCAR) there were no recorded discharges during the reporting period.

## GRI 306-2 Total weight of waste by type and disposal method

Waste Category	Crown Melbourne (tonnes)	Crown Perth (tonnes)	Total (tonnes)	Percentage of Total Waste
<b>Waste Streams sent to Landfill</b>				
General Waste	3,945	1,510	5,455	31.2%
<b>Waste Streams Recycled</b>				
Commingled	1,577	1,158.7	2,735	15.6%
Grease Trap Waste	1,480	1,129.8	2,610	14.9%
Cardboard	836	359.1	1,195	6.8%
Organics	2,393	2,013.5	4,406	25.2%
Gaming Cards	445	26.6	471	2.7%
Oil Waste	227	108.6	335	1.9%
Paper - Secure Document Destruction	–	10.2	10	0.1%
Secure Paper	13	0.0	13	0.1%
Paper	20	0.0	20	0.1%
Polystyrene and Hard Plastics	30	0.0	30	0.2%
Timber Recycling	27	69.6	96	0.5%
Metal Recycling	14	9.8	24	0.1%
E-Waste	20	7.9	28	0.2%
Cigarettes	–	–	–	0.0%
Fluorescent Tubes and Lamps	1	0.2	2	0.0%
Green Waste	–	16.6	17	0.1%
Uniforms	40	–	40	0.2%
Soap Aid	0.5	–	1	0.0%
Nespresso	1	–	1	0.0%
Furniture	14	–	14	0.1%
<b>Total Waste Recycled</b>	<b>7,137</b>	<b>4,911</b>	<b>12,047</b>	<b>68.8%</b>

## Total Waste by Weight

Total Waste Generation	Landfill	Recycled	Total	% Recycled
F11	10,086	6,701	16,787	39.9
F12	10,234	9,426	19,659	47.9
F13	10,776	6,117	16,893	36.2
F14	9,932	7,085	17,016	41.6
F15	5,139	11,619	16,758	69.3
F16	4,839	12,201	17,040	71.6
F17	5,488	11,459	16,946	67.5
F18	5,455	12,048	17,503	68.8
<b>% Change</b>	<b>-0.6%</b>	<b>5.1%</b>	<b>3.2%</b>	<b>1.9%</b>

\* All waste streams are removed off-site by dedicated waste management contractors. Data obtained from waste contractor monthly reports and invoices.

# ABOUT CROWN



*Proposed concept render*



## About Crown



Crown is one of Australia's largest entertainment groups and makes a major contribution to Australian tourism, employment, training and social responsibility programmes. Crown is a public company listed on the Australian Securities Exchange. Crown wholly owns and operates two of Australia's leading integrated resorts, Crown Melbourne and Crown Perth.

In financial year 2018, Crown's Australian resorts attracted approximately 31 million visits. Crown's resorts are renowned globally for their focus on luxury

accommodation, unparalleled service quality, dining and shopping experiences, and world-class gaming and entertainment facilities.

Crown's Australian resorts in Melbourne and Perth feature almost 2,800 hotel rooms, VIP villas, casinos, resort pools, luxury spas, signature restaurants and retail, convention facilities and live entertainment. Crown is a significant Australian employer, with approximately 18,000 people working at its Melbourne and Perth resorts.



Crown's registered office and principal office address:

Level 3  
Crown Towers  
8 Whiteman Street  
Southbank VIC 3006  
Australia





## Acknowledgement of Country

Crown Resorts (Crown) acknowledges the Traditional Owners of the land on which our resorts are located where we gather as employees, as friends and as families.

We pay our respect to all of the Aboriginal and Torres Strait Islander nations who have contributed to and continue to contribute to our identity.

We take pride in paying our respect to our Elders past, present and future.







**Crown Resorts Limited**

Level 3, Crown Towers  
8 Whiteman Street  
Southbank VIC 3006  
Australia