

Crown Resorts Limited Corporate Social Responsibility 2015 Report





The Crown Resorts Foundation has partnered with the University of Western Sydney and AIME to deliver AIME's mentoring program to Indigenous students in Western Sydney. Pictured here are representatives from AIME with Professor Barney Glover (Vice-Chancellor, Western Sydney University) and Gretel Packer (Chair, Crown Resorts Foundation Advisory Board).

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Chairman's Message

At Crown, we aspire to work closely with and support the communities in which we operate. We also believe we have a responsibility to give something back to the Australian cultural and philanthropy sectors whose efforts we admire and support.

Within our business we create life changing opportunities through employment and we are always seeking to partner with outstanding local community organisations which provide educational pathways and mentoring for young Australians.

Crown seeks to be a responsible corporate citizen and recognises that our customers, shareholders, employees and other stakeholders expect us to be a positive force in the community.

Our Corporate Social Responsibility Approach

We don't see CSR as a stand-alone activity, instead, it is an approach that we are embedding in everything we do. All of our programs are developed to promote diversity, inclusion, community and environmental sustainability within Crown.

Transparency and reporting are also a major part of our CSR commitment and we have identified specific actions to take to meet performance measures and targets to aim for.

Overseen by our Corporate Social Responsibility Board Committee, and a number of employee consultative committees we are focussed on ensuring that these programs are fully embraced by our staff and we are always identifying opportunities to improve.

Creating Opportunities through Employment

These programs include our best-practice Indigenous Employment Program, our CROWNability support for job seekers with a disability, leading responsible gaming programs and our Crown College employee learning and development programs.

Testament to our commitment to our employees, Crown continues to receive significant awards and recognition for employment best practice.

We are extraordinarily proud that in September this year, Crown Perth was awarded the WA Employer of the Year Award by the West Australian Government and is now in contention to be the Australian Employer of the Year. In August, the Crown Resorts Indigenous Employment program and was awarded the Community Contribution Award and Crown Melbourne received the Employer of Choice Award at the Australian Business Awards, both for the second year running.

Crown Resorts Foundation

We are very proud of the work that the Crown Resorts Foundation is doing for many disadvantaged Australians. The Foundation, which recently had its first birthday, is working closely with the Packer Family Foundation to support cultural programs and community partnerships that empower and inspire Australia's youth. Led by The Hon. Helen Coonan and Gretel Packer, these Foundations have major buy in from our employees and will have an even bigger impact in the years ahead.

I would like to take this opportunity to thank the Board, management and employees at Crown for their invaluable commitment and contribution. I encourage you to read this document and keep challenging us to do better.



Rob Rankin
Chairman, Crown Resorts Limited





Awards and Recognition



2015 Australian Business Awards – Employer of Choice



2015 Australian Business Awards – Community Contribution



Gold Award at the 2015 Brandon Hall Group HCM Excellence Awards



2015 WA Employer of the Year at the WA Government's Training Awards



2015 Platinum Winner at the LearnX Impact Awards



City of Melbourne 1200 Buildings Program



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



High commendation for Energy Efficiency, Facilities Management Association



Australian Packaging Covenant



2014 Casino/Integrated Resort of the Year



AHRI Indigenous Award for 2014



Australian Employer of the Year 2013

Community and Project Partners



Students from Palm Island participating in the Australian Literacy and Numeracy Foundation's program, the Australian Literacy and Numeracy Foundation is an education partner of the Crown Resorts Foundation

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



Training a World-class Hospitality Workforce

At Crown we set the standards for the tourism sector, with a focus on training our employees to deliver outstanding service and world-class customer experiences. Our learning programs help our employees develop the skills needed for a rewarding career in the tourism industry.

As a Registered Training Organisation, Crown provides extensive learning and development opportunities for employees. In financial year 2015, Crown College provided approximately 385,000 hours of training to employees in Melbourne and Perth. Since inception Crown has graduated over 7,200 apprentices and trainees.

Testament to our commitment to all our employees, Crown continues to receive awards for employment best practice. Significantly, in September 2015, Crown Perth was awarded the WA Employer of the Year Award at the WA Training Awards, and is now in the running for the 2015 Australian Employer of the Year. Crown Melbourne won the equivalent Victorian award in 2013, and then went on to receive the 2013 Australian Employer of the Year, which was the second time in four years it was awarded this honour by the Federal Government.

As well, in August 2015, the Crown Resorts Indigenous Employment program was awarded the Community Contribution Award and Crown Melbourne received the Employer of Choice Award at the Australian Business Awards, both for the second year running.



Helping to Close the Gap on Indigenous Disadvantage

To date our award-winning Indigenous Employment Program has helped more than 450 Indigenous Australians find employment at Crown Melbourne and Crown Perth and we are well on our way to reaching our target of 2,000 job opportunities by 2021.

Significantly, Crown has recently signed an agreement under the Australian Government's Employment Parity Initiative to increase Crown's Indigenous workforce to 3.1% of Crown's employees.

As well, we recently launched our second Reconciliation Action Plan (RAP) with a focus on helping our Indigenous employees develop the skills required to take on future management roles. Crown is only the thirteenth company to be awarded the Elevate status by Reconciliation Australia from 600 companies who have RAPs in place.

Our Indigenous Employment program was awarded the 2015 Community Contribution Award at the Australian Business Awards for the second year running.



Creating Opportunities for Young Australians through Education

The Crown Resorts Foundation continues to set the bar for Australian philanthropy. In partnership with the Packer Family Foundation, a \$200 million National Philanthropic Fund has been established and already, significant funding and assistance has been provided to over 80 community organisations. These programs are focussed on supporting some of the most disadvantaged in our society, and also providing young Australians with more education opportunities so they can learn, grow and be confident in themselves and their ability to succeed.

To provide some context of the scale of this commitment, the \$30 million Western Sydney Arts Initiative is a sub-fund of the \$200 million National Philanthropic Fund. The first two years of funding for programs selected through the Western Sydney Arts Initiative will reach thousands of students, engaging over 100 schools and over 65 arts and community organisations.



Empowering People with Disability

In December 2014, Crown launched CROWNability, an employment program developed to help Australians with a disability find meaningful employment. This program works in partnerships with key industry organisations and provides employment pathways for people with disability. The program has helped over 65 Australians find employment opportunities tailored to their skills and aspirations.

The launch of CROWNability coincided with the International Day of People with Disability where Crown also proudly announced Kurt Fearnley, the acclaimed Para-Olympian and marathon champion, as the official CROWNability Ambassador. Kurt will play an important role in raising awareness of CROWNability and the employment opportunities available through the program.



Committed to Industry Leading Social Safeguards

Crown has a long-standing commitment to the Responsible Service of Gaming which over the years has led the way with many responsible gaming initiatives. These include the establishment of onsite Responsible Gaming Support Centres and the introduction of the Play Safe Limits Program, Crown's voluntary time and loss limit setting program.

Crown's commitment to responsible gaming is present at all levels of the business. Crown's dedicated Board Committee, the Responsible Gaming Committee, chaired by independent Director, Professor John Horvath, AO, continues to meet regularly to review and monitor responsible gaming programs and promote awareness of responsible gaming issues. As well, Responsible Service of Gaming training is provided to employees, complementing our comprehensive responsible gaming programs.



Reducing our Impact on the Environment

Crown acknowledges that we must be responsible and as efficient as possible in regards to our resource use. We embrace our responsibility to the environment and recognise the unique contribution we can make to a sustainable future for generations to come. We are committed to minimising our environmental footprint through sustainable management of resources including energy, water and materials.

This year Crown increased its environmental action across its Melbourne and Perth resorts, working towards its goal of being a leader in sustainable business practice in the gaming and entertainment industry.

Our businesses run twenty-four hours a day, seven days a week, and provide seamless luxury customer experience for millions of visitors a year. To meet this expectation sustainably, Crown has invested to reduce our emissions and environmental impact. Despite increasing business activity across the Melbourne and Perth properties, we continue to reduce the environmental impact.



Supporting Australian Tourism and the Economy

Crown makes a significant contribution to the Australian economy. This contribution includes attracting international tourists, investing in new tourism infrastructure, providing employment and generating taxation revenue for the government.

Crown has an unparalleled understanding of the tourism industry and has continued to successfully increase visitation to its two resorts. Crown's strong brand, market understanding, and marketing efforts through Asia help Victoria and Western Australia capture their share of the international tourist market. Significantly, in financial year 2015 Crown Melbourne attracted almost 21 million visits and Crown Perth received approximately nine million visits.

To ensure that our customers receive the world-class experience they expect, there are over 15,000 people working at Crown Melbourne and Crown Perth.

To meet growing tourism demand, Crown is investing in new hotels at both its flagship properties. Crown is investing \$2.8 billion in its Melbourne and Perth resorts from financial year 2010 to financial year 2017. Our capital expenditure program includes maintenance, refurbishments and new construction activity to ensure these resorts remain internationally competitive and at the forefront of luxury tourism.

In financial year 2015, Crown paid more than \$640 million in taxes to all levels of Australian Government, which amounts to almost two-thirds of Crown's Australian normalised profit before tax.

Crown's Commitment to the Community



Crown's Commitment to the Community

Crown has a long-standing commitment to the communities in which it operates. Crown's community partnerships, employee volunteering opportunities and support of not-for-profit community organisations are inspiring positive change.

A feature of Crown's community commitment is its partnerships with a broad range of leading charities and community services organisations facilitated through the Crown Resorts Foundation. Crown's support comes in many different forms - at a resort level, Crown Melbourne and Crown Perth host and support events that promote and fundraise for charitable organisations, and many Crown employees enthusiastically volunteer their time to support a wide range of causes.



Participants of the Information & Cultural Exchange's Family Creative Hub (Parramatta) visiting the Art Gallery of NSW

This year alone, Crown Melbourne and Crown Perth provided in-kind support to over 300 not-for-profit and community organisations. The Crown Resorts Foundation, in partnership with the Packer Family Foundation, provided significant financial support to over 80 organisations.

Crown also looks across its business for opportunities to broaden the scope of support to its community partners. This year, in partnership with the Crown Resorts Foundation, the South Sydney Rabbitohs and the Melbourne Storm, the Crown Resorts Charity Cup was again held with all funds raised going to Ovarian Cancer Australia.

Employees supported and donated personally to various charity appeals - blankets and warm clothing for the Anglicare Winter Appeal, gifts and food items to the St Vincent De Paul Christmas Appeal and chocolates, eggs and sweet treats for families in need over Easter through The Salvation Army. Significantly, more than 30,000 meals were donated to Foodbank Western Australia.

Various departments also organise their own fundraising events for charities such as the Cancer Council, the Nepal earthquake victims, the Father Bob Maguire Foundation, Foodbank Western Australia, Melbourne City Mission, Oxfam, the Ovarian Cancer Research Foundation and the Ballarat Wildlife Park.

Crown's Australian Resorts CEO, Barry Felstead, again participated in the St Vincents de Paul CEO Sleepout in Melbourne, and raised over \$139,000 towards their homeless services.

The annual Crown Autumn Ladies Lunch was held in Sydney to raise awareness and funds for organisations which support victims of domestic violence. Australian of the Year 2014, Rosie Batty, spoke and almost \$150,000 was raised for DV Connect, Catherine House, The Luke Batty Foundation and Safe Space.



Image provided by the Sydney Symphony Orchestra, a partner of the Crown Resorts Foundation



Crown Resorts Foundation

As a major long-term initiative, the Crown Resorts Foundation is the philanthropic arm of Crown and works in partnership with Crown Melbourne, Crown Perth and the Packer Family Foundation.

The Crown Resorts Foundation supports a wide range of programs that promote capacity, community engagement, creativity and positive cultural identity. Many of the programs are focussed on educational outcomes to provide young Australians with the opportunities they need to learn, grow, and be confident in themselves and their ability to succeed.

This year was the first full year of the Crown and Packer Family Foundation's National Philanthropic Fund. This \$200 million initiative is to be allocated over ten years, beginning in financial year 2015, through the \$100 million National Arts Fund and \$100 million Community Partnerships and Indigenous Education Fund.

Strengthening Communities and Indigenous Education Opportunities

The Community Partnerships and Indigenous Education Fund provides financial support for key community organisations with a particular objective of empowering young Aboriginal and Torres Strait Islanders through education. This Fund supports programs that provide some of Australia's most marginalised youth with the belief and confidence to grow and succeed. These programs are focussed on promoting education opportunities, life skills and ultimately employment prospects of young Australians.

Supporting Key Community Organisations

The Foundation has partnered with a broad range of leading charities and community services organisations to support the delivery of services to homeless, vulnerable and marginalised Australians. In Victoria, two key community partners are The Salvation Army's Project 614 and the Father Bob Maguire Foundation. Both organisations provide support and assistance to the homeless and vulnerable people of Melbourne.

This year, Gretel Packer, Chair of the Crown Resorts Foundation's Advisory Board, participated in the St Vincents de Paul CEO Sleepout in Melbourne to raise awareness about the prevalence and key causes of homelessness in Australia. She was the number one fundraiser in Australia, raising over \$200,000 for St Vincents de Paul Victoria to continue their valuable support for those at risk of, and who are, homeless.

In Western Australia, the Crown Resorts Foundation again provided major support for the Channel 7 Telethon, committing \$2.5 million in support of child health services.

Providing Indigenous Education Opportunities

The Crown Resorts Foundation partners with organisations working to eliminate disadvantage experienced by Aboriginal and Torres Strait Islander people through the promotion of education. These organisations work with parents and communities to establish environments where trust and security enable children to thrive, while benefiting from a consistent school-based education.

Early childhood and pre-school programs are considered a priority as they are an essential stepping stone to effective primary school years, which give children and their parents the confidence and belief in the possibility of success. The aim is to achieve regular school attendance throughout primary and secondary schooling, which will lead to formal tertiary education or other training, and ultimately result in satisfying and stable employment.

Each program is unique in its focus and means of delivery, but all play an important role in helping to educate young Aboriginal and Torres Strait Islander Australians. The Crown Resorts Foundation's Indigenous Education partners operate all over Australia and include the Australian Indigenous Education Foundation, the Australian Indigenous Mentoring Experience, the Australian Literacy and Numeracy Foundation, the Aurora Indigenous Education Foundation, the Exodus Foundation, the Clontarf Foundation, the Former Origin Greats ARTIE Academy, the National Centre for Indigenous Excellence, and the National Rugby League's Indigenous All Stars team.

Partnership with Australian Indigenous Mentoring Experience's (AIME)

AIME provides an in-school program to deliver Aboriginal and Torres Strait Islander high school students with the confidence and life skills to believe that they will succeed. In 2014, AIME connected approximately 3,500 mentees with 1,250 mentors across 29 locations and in partnership with 16 Australian universities.

The program is offered to year 9 to year 12 school students providing weekly mentoring sessions, leadership programs, and throughout year 12 sessions focussed on completion of year 12 and transitioning to the next chapter of life. As well, AIME delivers Tutor Squads made up of trained university mentors delivering free academic support to the school's Indigenous students.

The Crown Resorts Foundation is one of AIME's major partners and has provided funding to support the delivery of AIME's Western Sydney Program which is being facilitated in partnership with the University of Western Sydney.

This is a significant expansion in the delivery of AIME's programs as Western Sydney has the largest urban population of Indigenous Australians.



The Crown Resorts Foundation has partnered with the University of Western Sydney and AIME to deliver AIME's mentoring program to Indigenous students in Western Sydney. Pictured here are representatives from AIME with Professor Barney Glover (Vice-Chancellor, Western Sydney University) and Gretel Packer (Chair, Crown Resorts Foundation Advisory Board)

Improving the accessibility and availability of the arts across Australia

Recognising the ability of the arts to cross divides and be responsive and relevant to the community, providing important cultural and social access points for all participants, the National Arts Fund aims to improve the accessibility and availability of the arts to young Australians.

In February 2015, the Crown Resorts Foundation partnered with the 2015 Perth International Arts Festival to present the headline attraction, Royal De Luxe's The Giants. The Giants was a public art performance staged over three days on the streets of Perth. The performance attracted over 1.4 million visitors and was the largest public event ever held in Perth.

In Melbourne, the Foundation announced key partnerships with the Melbourne Theatre Company's Sharing the Light program, the Melbourne Symphony Orchestra's ACCESS program, the McClelland Sculpture Park and Gallery's education program, the Arts Centre Melbourne's First Call Fund program and also the MPAVILION. All of these programs are focussed on providing arts experiences and subsidised access to disadvantaged young people and families.



Of the new partnership, Kim Kelly, Director of Australian Literacy and Numeracy Foundation, said:

"The Australian Literacy and Numeracy Foundation is proud to be partnering with the Crown Resorts Foundation. We are united in the belief that all Australians have the right to literacy and that being able to read and write is the key to accessing education and employment. As a result of their generous support, we can further assist marginalised communities, families and children in need."

Image provided by Australian Literacy and Numeracy Foundation, a partner of the Crown Resorts Foundation

Western Sydney Arts Initiative

The National Arts Fund encompasses the Western Sydney Arts Initiative, a \$30 million 10 year commitment to support and promote the arts in Western Sydney. This year, the first allocations were made to more than 30 successful recipients. The programs selected for funding will enhance Western Sydney's arts capacity – making art, in its many forms, more available to the youth of Western Sydney. From programs that support the pursuit of artistic excellence to programs that use art as a vehicle to engage with marginalised youth – all build on Western Sydney's dynamic creative culture.



Western Sydney school children attending the Art Pathways Program at the Art Gallery of New South Wales, a program supported by the Crown Resorts and Packer Family Foundations

Case Study: Art Pathways Program - Art Gallery of New South Wales

Through the Crown and Packer Family Foundation's Western Sydney Arts Initiative, the Art Gallery of New South Wales was able to receive support for its Art Pathways program. Over the two years of the program it is expected that 2,000 primary and secondary school students from over 40 Western Sydney schools will have the opportunity to directly engage with visual art at the Art Gallery of New South Wales. Gallery staff visit the school initially to prepare students for their visit, introduce them to artists and artworks so that when they visit the Gallery, they have added knowledge and insight as to what they are experiencing.

Art Pathways is a major new educational program that provides creative learning opportunities for students and teachers in Western Sydney. Running over the next two years (2015-2016), Art Pathways will provide learning opportunities for both students and teachers. Aspects of the program will include; professional development days, school visits to the Gallery, school based activities and annual exhibitions.

Art Pathways will include an Indigenous art education program and low SES school communities program engaging primary and secondary students and an access program for students with a disability.

The aim of this program is to actively support young audiences as creators and participants in the arts and cultural life of Western Sydney and beyond.

With the support of Crown Resorts Foundation, students who would otherwise not be able to visit the Gallery are provided with the opportunity to directly engage with visual art. Our hope is that this experience will help students develop their relationship with art and their sense of belonging at the Gallery.

Wonnai Fuad, Teacher, Dawson Public School, Mt Druitt:

"Programs like this are so important for these kids. It's the only way most of them will ever visit an art gallery or even the city. It's so important to broaden their understanding of the world and of art.

"Many of our students come from homes where substance abuse is an issue; there are custody disputes, violence. School is a safe place, a haven, and it's important that we can make it a rich learning environment and take every opportunity to give them the tools to make a good life for themselves. Programs like this engage them in the process of learning."

Michael Brand, Director, Art Gallery of New South Wales:

"The Art Pathways has enhanced our long term connections with teachers and students from Western Sydney. Recently we have noticed schools in this program are returning to the Gallery for excursions with different year groups to see exhibitions. It is very fulfilling for the team at the Gallery to see this positive impact which has been facilitated through funding from the Crown and Packer Family Foundation.

"The flexible structure of the program has allowed us to explore different ways of engaging our schools. Teachers can determine the order of participation in the program. Schools can visit the Gallery first, maximising the element of surprise and discovery in a new space. This is then followed up with activities at school, linking with the Gallery experiences."

Engaging Employees with our Community Partners

Always seeking to broaden the scope of support available to the Crown Resorts Foundation's partners and recognising the benefits of a strong employee involvement platform, Crown has developed an employee engagement plan to provide Crown employees the opportunity to engage with community partners.

This program aims to facilitate opportunities for employees to volunteer their time with organisations they are interested in supporting as well as the Crown Resorts Foundation partners.

To help steer this program, an Employee Advisory Committee (EAC) was established in August 2014. The EAC is made up of employees who have demonstrated their commitment to the not-for-profit sector by volunteering their own time to supporting various organisations.

Crown Melbourne's Community Support

Crown Melbourne continues to provide assistance and support to a wide range of worthwhile community activities and charities. As well, Crown Melbourne's employees continue to organise their own fundraising and volunteering opportunities for a number of not-for-profit organisations.

Many charity events are held each year at Crown Melbourne, made possible by the generous support of Crown Melbourne's Charity and Sponsorship Committee. Major continuing event support for the year included the Victoria Police Chief Commissioner's Blue Ribbon Ball, the Alannah & Madeline Foundation's Starry Starry Night,

Case Study: Employee Advisory Committee led Community Engagement

In support of the valuable work the RSPCA does to prevent cruelty to animals and actively promoting their care and protection, the EAC coordinated Crown Melbourne's participation in the RSPCA's annual fundraising initiative, Cupcake Day.

A competition was held to determine the most creatively-designed cupcake for the occasion, with the winning design dubbed the 'pupcake'.

The fundraiser was promoted throughout all employee areas and newsletters and the RSPCA's Burwood team visited Crown Melbourne, accompanied by Donna the Pug, to generate further interest and donations.

Almost 650 'pupcakes' were sold and all funds generated were donated to the RSPCA.



Apprentice chefs made all the 'pupcakes' for the fundraiser

ORDER YOUR "PUPCAKES" NOW



In support of the RSPCA, the Crown Resorts Foundation Employee Advisory Committee, in conjunction with Culinarium, have organised a Cupcake Day, where you can purchase tasty cupcakes for \$4 each. Flavours will be white chocolate and jaffa.

Orders are open 3-10 August 2015 and order forms (payroll deduction) are available from the Crown Staff Club or from the home page of Compass, under QUICK LINKS. Cupcakes will be available for collection on Monday 17 August 2015, from Culinarium and outside ID's. Cupcakes are limited, so get your orders in early so you don't miss out.

Donations can also be made to the RSPCA via the same form.



Employee communications material to promote the RSPCA cupcake fundraising day

the Ronald McDonald House Charities Ball, the Reach Breakfast, Diamonds are a Girl's Best Friend Gala Dinner for Challenge, Fashion Aid for HeartKids Australia, the 2015 Masquerade Ball for the Think Pink Foundation and the Umbrella Ball for Kids Under Cover.

Crown Melbourne also supported gastronomic events such as the Florey and Neuroscience Research Institute Culinary Challenge, Dine for a Cure to aid Cure Brain Cancer and Tables for Nepal for the Australian Red Cross.

The significant support of Crown Melbourne allowed The Million Dollar Lunch, a fundraising event for the Children's Cancer Foundation, to raise over \$2 million. Crown committed to delivering the event cost-free, with a menu by Crown's famous chefs. The record sum raised will allow the Children's Cancer Foundation to continue to fund programs in cancer research, clinical care of children with cancer and family support, and to accelerate its clinical research program

ANZAC Day this year marked the 100th anniversary of the Gallipoli landing. Crown employees wore ANZAC badges, showing respect for this important event and the heroic ANZAC men and women who risked their lives for their country.

Crown Melbourne employees also supported other important causes, wearing red ribbons for AIDS Day in support of the Victorian AIDS Council and participating in various fundraising events for charities organised by the Crown Staff Club such as Around the Bay in a Day for the Smith Family, the Royal Children's Hospital Kids Day Out, Run for the Kids for the Royal Children's Hospital Good Friday Appeal and The Salvation Army Red Shield Appeal.

Christmas food packages are also provided by Crown Melbourne every year for Open Family and Whitelion, and distributed on Christmas morning by Crown employees to families.



Image provided by the Australian Literacy and Numeracy Foundation, a partner of the Crown Resorts Foundation

Case Study: Crown Perth Employees Support Foodbank Western Australia

Foodbank Western Australia (Foodbank WA) acts as the pantry to community groups and charities who feed the hungry.

Crown Perth has been supporting the valuable work of Foodbank WA for 16 years. Over this period Crown Perth and its employees have provided cash donations, meals and their time to help Foodbank WA deliver food to those in need.

Every week, Crown Perth chefs cook hundreds of serves of soup for Foodbank WA. Crown Perth provides the ingredients and the team of chefs donate their time. Over 16 years, this accounts for almost 666,000 serves of soup.

This year, Foodbank WA announced a shortage of food. To support their longstanding partner, Crown Perth employees personally donated over 500 kilograms of tinned food which provided 700 meals for Western Australians in need.

Crown Perth teams also volunteered their time to pack and sort food at Foodbank WA which was also distributed to families in need.



Crown Perth employees volunteering their time to support Foodbank WA

Crown Perth's Community Support

Crown has a strong commitment to support a wide variety of charities in Western Australia and is extremely proud of its community partnerships and the benefits it brings to so many people.

At the heart of Crown Perth's community program is its 5,800 employees. Crown Perth's employees participated in a variety of local charity initiatives such as cooking at Ronald McDonald House, shaking tins at Perth Airport for The Salvation Army and at a West Coast Eagles AFL game to collect 'cans for a cause' for Foodbank Western Australia.

Crown Perth employees continued to support Foodbank Western Australia, personally donating food and their time to distribute food to help some of the community's most in need. Extending Crown Perth's employees support of homelessness, Crown's Executive Chef and Executive Chef de Cuisine volunteered for the Mobile GP Soup Kitchen during Homeless Week.

Crown Perth was also honoured to host children, families and volunteers from Variety WA, Ronald McDonald House Charities, Starlight Foundation and Camp Quality to a special dress rehearsal performance of The Illusionists which played in Crown Theatre.

Crown Perth commemorated the ANZAC Centenary and both employees and patrons supported the Appeal with the purchase of stickers and pins. All funds went to the RSL Western Australia branch and in addition Crown Perth presented the RSL WA branch with a cash donation.

Breast Cancer month was also supported by Crown Perth and a total of \$56,000 was raised through merchandise sales, departmental morning tea fundraisers and the annual Pink Poker Charity Tournament. Crown Perth was also proud to join the 'Lights for Lifeline' campaign to support Lifeline in helping Australians in crisis over the Christmas period.

Employees also joined in to 'do their bit' for the environment by cleaning up Burswood Park on 'Clean up Australia Day' and in support of Earth Hour, switching off all non-essential lighting across the resort.

Future Direction

Crown seeks to provide more opportunities for employee volunteering through its close working relationship with the Crown Resorts Foundation and the many organisations it supports.



Image provided by Clontarf Foundation, a partner of the Crown Resorts Foundation

Our People – The Crown Difference

"I commend Crown for its continued leadership in building Aboriginal employment and reconciliation efforts together with Victoria's Aboriginal community."

The Honourable Jeanette Powell,
Victorian Minister for Aboriginal Affairs

"I commend Crown's commitment to an inclusive workforce and on the establishment of their Disability Employment Program."

The Honourable Natalie Hutchins MP,
Victorian Minister for Local Government, Minister
for Aboriginal Affairs, Minister for Industrial Relations



Crown employees undertaking culinary training at Crown College Melbourne's Culinarium

Crown is committed to investing in its people, to help employees achieve their personal ambitions, while also meeting business goals. Crown understands that to deliver the exceptional service expected by its customers, the workforce must be well-trained, motivated and rewarded for their skills and dedication.

Workplace policies, training programs and personal development initiatives are designed to ensure Crown is a high-performing, inclusive and well-managed workplace, where all employees feel valued and have opportunities to develop their skills. Crown's commitment to the training and development of its employees is continually recognised as a best-practice model by government bodies and external parties, with both Crown Melbourne and Crown Perth receiving significant awards for its dedication to these programs.

Crown measures its success in training and education by a variety of indicators. One of these is the frequent recognition Crown receives by external bodies, including several high profile awards from government and industry bodies. Two examples include Crown Melbourne winning the Federal Government's 2013 'Australian Employer of the Year' Award at the Australian Training Awards, and in the same year the 'Victorian Employer of the Year' Award from the Victorian Government.

In 2014, Crown Melbourne was also awarded the 'Employer of Choice' at the Australian Business Awards. In the same awards ceremony, Crown was honoured by receiving the 'Community Contribution – Indigenous Employment Program' Award for Crown's Indigenous Employment Program.

Crown's commitment to Indigenous employment and training was also honoured by the Australian Human Resources Institute (AHRI) Inclusion and Diversity Awards in 2014, with the 'Indigenous Employment Award'. Crown Perth was named 'Large Employer of the Year of Apprentices and Trainees – Metro Region' at the (WA Chamber of Commerce and Industry) CCI Apprenticeship Solutions Employer Excellence Awards 2014.



Crown Melbourne employee



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Crown will continue to strive to be a leader for employee learning and development, not just in Australia, but also internationally.

Working at Crown

Crown is focussed on attracting, developing and retaining high quality employees.

Crown's employment credentials are exemplary and employment at Crown's Melbourne and Perth resorts has increased from 10,000 in 2005 to over 15,000 in 2015. Crown's recruitment campaigns focus on an employee value proposition which features the development of careers through sustainable, long term employment, supported by formally accredited qualifications, which are delivered through Crown's award-winning and highly-regarded Crown College.

In both Victoria and Western Australia, Crown is the largest single-site, private sector employer and focuses on recruiting, developing, and retaining quality employees. Crown's total employment expenditure for financial year 2014 was \$784 million.

As well as offering training and career development opportunities, Crown seeks to provide a number of other benefits to all full-time and part-time employees, to help create a desirable workplace. For example, these benefits include:

- At least one free meal per shift at Crown's dedicated employee restaurant
- Subsidised parking
- Individually tailored, laundered and repaired uniforms for uniformed employees
- On-site gym (Melbourne)
- Employee Assistance Programs
- Social Clubs and employee discounts.

Both properties also encourage outstanding performance through a range of reward and recognition programs, which focus on individual excellence, while the business units also have recognition programs which reward team performance.

Nearly all benefits that are provided to permanent, full-time employees are also provided to part-time employees, with the exception of some leave benefits, which are not provided to casual employees. Rather, casual employees receive an additional loading in their hourly remuneration in recompense for the absence of these benefits, in line with relevant Australian standards.

Employee turnover in the hospitality sector can be a challenge, but Crown consistently attracts high quality candidates and has a lower turnover rate than the average across the sector.

Crown supports collective bargaining to determine wages and other relevant employment standards and Crown's Australian operations currently have five functioning collective agreements in place. Crown maintains an open and professional dialogue with all relevant employee associations and these associations perform an integral role in the collective bargaining process.

Learning and Development

Learning and development are central to Crown's success, both as a business and as an employer of choice in the hospitality and tourism industries. As a result, it delivers a considerable annual investment into employee learning and development. Crown's ongoing commitment to employee development is delivered through both on-the-job and formal learning channels, with the strategic aim to ensure Crown's business operations continue to be successful and aligned with customers' expectations of the 'Crown experience'.

Accordingly, the core of the strategy is the continuous shift in focus from 'training' to 'learning' and from a 'job' to a 'career', developing new programs that are aligned to accredited qualifications, while offering clear career development opportunities. Crown's Learning Pathways ensure that its underpinning philosophy of "not training for a job, but learning for a career" is a reality and employees' progression in their learning aligns with their career progression, continually developing skills and knowledge required for current and future roles.





Crown College

Crown College continues to be recognised throughout Australia as one of the largest and most successful enterprise-based registered training organisations, providing employees with the skills and knowledge for a long and rewarding career. Crown College is a leading provider of learning and development for the tourism and hospitality sectors.

In financial year 2015, Crown's employees undertook approximately 385,000 hours of career education training at Crown College.

Cross-property learning and development has been enhanced through the combining of the two Crown Registered Training Organisations (RTOs) this year, creating a synergised approach to training across both properties. Having one single RTO ensures processes are now consolidated and centralised.

Crown College has undertaken a series of reviews in 2015 and the outcome has been to eliminate duplicate effort and establish centralised support functions. The purpose was to provide a shared platform for growth that can be effectively scaled to include additional operations across future properties. Further, a review has been conducted of all Crown's compulsory online training programs, which included re-writing training materials to ensure they are job-relevant, learner-focussed and delivered in a more efficient manner. The review has been positively received by employees and managers and has reduced the number of hours spent completing training by at least 30%, whilst improving learning outcomes.

Crown's 'Learning Pathways' are learning and development programs which can be undertaken by employees to improve their skills through a qualification, aligning with their career aspirations. Currently, there are over 300 supervisors and managers who are undertaking training through the Learning Pathways program. There are also over 1,000 employees at Crown, who are gaining qualifications across Certificates III, IV and Diploma levels.

Crown is committed to maintaining a level of at least 45% female participation in Leadership Programs, to establish a strong and diverse future leadership team. This target was achieved in 2015 at Crown Melbourne,, increasing enrolment rates of females by approximately 9% from 2014. Crown Melbourne has expanded its diversity sections of the Leadership Programs to increase participants' awareness of diversity issues, particularly those relating to gender equity, and have a focus on the importance of career planning, taking responsibility for the participant's own professional development and having 'better 'planned career conversations' with their manager.

Crown's Chef Apprenticeship programs have gone from strength to strength, adding value to the industry and to Crown. Crown Melbourne provides a platform through the Commercial Cookery Apprenticeship Program to develop inspired individuals to become rounded chefs. Apprentices are exposed to a variety of different cuisine types and venues during their apprenticeship whilst being trained off the job in the Culinarium Training Restaurant. The program at Crown College Melbourne has grown in the past 12 months by 56%, which illustrates our commitment to training and developing chefs and cooks.

Crown Perth continues to partner with local TAFEs to provide the best training and exposure for its 50 apprentices. Senior Chefs are crucial to the 'on the job' training at Crown Perth, which complements and supports what the apprentices learn 'off the job' at TAFE. Crown Perth's apprentice chef group has had a successful year in professional cookery competitions on a state and national level. The Crown Perth apprenticeship program was recognised when apprentice Geoff Franklin was named 'Apprentice of the Year' at the Western Australia Training Awards in 2014.

The team in Crown Melbourne competed in the VICTAFE Challenge and were placed second overall, received best main course of the competition, and were awarded a silver medal. Crown Melbourne was the Victorian Chaîne des Rôtisseurs state champion for the second year in a row and also had three finalists in the Thierry Marx Career Development Award.

In addition to the external competitions, Crown's internal cross-property cookery competition 'Crown Culinary Stars', has enabled us to reward and recognise culinary talent within the business and offer the opportunity for the winning chefs to spend a week at the host property, which alternates each year. In September 2015, Crown Perth hosted the Culinary Stars competition with one apprentice and two chefs from each of the properties attending the event.

Crown's premium hospitality training venue, Culinarium, has been host to many internal and external events. The inaugural San Pellegrino Young Chef Pacific region cookery final was held in the Culinarium kitchen in February 2015, which saw talented young chefs from around Australia and New Zealand compete for the chance to represent the region in Milan. Culinarium also hosted the Apprentice for the Day program, in which Minister for Training and Skills, The Hon. Steve Herbert MLC, participated, highlighting both the state government's and Crown's commitment to training.

Evaluation of Training

Crown receives substantial and frequent recognition of the effectiveness of its programs from external organisations. These include requests for tours of Crown College from representatives from tourism, government, and education; invitations to present at Human Resources and industry conferences; and the receipt of government and industry awards.

"Crown continues to demonstrate a significant commitment to training, providing its employees at all levels with the skills and working environment in which they can flourish. Training is fully embedded in the Crown culture and should be applauded for its positive influence on the tourism and hospitality sector."

*Brian Wexham,
Founder and CEO National Skills Week,
Chairman WorldSkills Australia and
CEO SkillsOne Television*



Crown Perth employees



Crown Melbourne employee

Crown also received effective evaluation of its training programs from employee participants. Employees report that after completing leadership training, they experience increased confidence and competence as a supervisor/manager and the statistics from training evaluation surveys demonstrate this; 93% of Management Development Program participants said that the content was relevant to their role and 90% of Supervisor Development Program participants said the course improved their performance at work.

As testament to Crown's commitment to employees and their ongoing training, Crown Melbourne was awarded the Victorian and Australian Employer of the Year Government Training Awards in 2010 and 2013, having been the first organisation to win this award twice. More recently, Crown has been awarded many prestigious government and industry awards including:

- ABA 100 winner for Employer of Choice in the Australian Business Awards 2014 – Crown Melbourne;
- Victorian Tourism Award, Education and Training 2014 – Crown Melbourne; and
- Best Online Compliance Programs, LearnX Awards – Crown.

In addition, Crown's employees have been recognised in the past financial year for outstanding achievements in their area of work and have received the following awards:

- Industry Pride Award at the International Women of Gaming Awards was presented to Crown Melbourne Executive General Manager Human Resources, Alicia Gleeson;
- HR Executive of the Year at the CEO magazine Awards was also awarded to Alicia Gleeson;
- Best Talent, LearnX Awards was presented to Crown Group Learning and Development Manager, Shane Thomas;
- Student of the Year, Australian Security Industry Awards for Excellence was awarded to Security Operations Manager, Aziz Raonaq;
- Australian Corporate Lawyer of the Year Award was presented to Crown Melbourne Executive General Manager, Legal & Regulatory Services, Debra Tegoni;
- WA Apprentice of the Year, Western Australia Training Awards - Crown Perth, was won by Apprentice Chef, Geoff Franklin; and
- Victorian Trainee of the Year, Victorian Training Awards – Crown Melbourne, was awarded to Security Operations Manager, Aziz Raonaq.

Both Geoff Franklin and Aziz Raonaq went on to represent their states and Crown as finalists in the Australian Training Awards.

Future Direction

Crown's ongoing strategy is to continue to invest in employees, providing them with the skills and supporting qualifications they need to make the most of their career. Crown is committed to ensuring employees receive a career and a learning pathway that is visible and meaningful.

The alignment of the Crown Registered Training Organisations and the introduction of the new Crown Learning Management System, Crown Learn, will further consolidate and standardise development programs across properties. This positions Crown to better develop employees to a consistently high level across properties, benefiting the Crown business, customers and the wider tourism and hospitality sectors.



More information

Crown College website:
<http://www.crowncollege.edu.au/>



Crown's CEO, Rowen Craigie, presenting a representative of the 2015 NRL Indigenous All Stars team with the team jersey. The Crown Resorts Foundation is a community partner of the NRL's Indigenous All Stars team

Creating Employment Opportunities through Diversity

Diversity and equality are a part of the day-to-day business at Crown and are essential to the high performance of the organisation. Crown also respects and works with the communities in which it operates.

To Crown, diversity is the variety of differences in people who make up its employee base, including such differences as life experiences, work and educational experience, language, gender, nationality, personality profile, age, ethnicity, cultural background and work status.

Diversity and inclusion is promoted at Crown through leadership, talent and development programs, flexible work arrangements and recruitment and selection processes. Crown has established a Diversity Policy which is available in the Corporate Governance section on the Crown website. This policy has clear objectives in relation to diversity management and the desired outcomes. Further, specific Action Plans have been, or are in the process of being, developed to address specific areas:

Specific Action Plans:

- Employment of Indigenous Australians – Reconciliation Action Plans
- Employment of people with disability – CROWNability Action Plan
- Gender equity
- Lesbian, Gay, Bisexual, Transgender, and Intersex (LGBTI)
- Cultural and linguistic diversity
- Mature-aged workers.

Indigenous Employment

Crown continues to be an industry leader within the Indigenous employment sector, working closely with the Federal Government and community organisations to deliver positive outcomes for Aboriginal and Torres Strait Islander people.

Crown's Indigenous Employment Program (IEP) has grown substantially in the past financial year, as the Program nears the 500th Indigenous hire in the journey to creating 2,000 employment opportunities by 2021.

Significantly in September 2015, Crown signed an Indigenous Employment Parity Agreement with the Federal Government - a commitment to increase Crown's Indigenous workforce to 3.1% of Crown's employees by August 2019.

Crown's Indigenous strategy is centrally focussed on reconciliation. This year Crown launched its second Reconciliation Action Plan, joining other leading companies in qualifying for an "Elevate RAP" status.

The Crown Elevate RAP was launched by former Crown Resorts Chairman, James Packer; Victorian Premier the Hon. Daniel Andrews; and CEO Reconciliation Australia, Justin Mohamed, at Crown Melbourne, in front of Indigenous employees, community members and business leaders.

"I am proud to say that Crown's Indigenous Employment Program is well established at both of our Australian resorts, having delivered more than 450 opportunities...to have a significant impact on communities in Melbourne and Perth."

*James Packer,
Executive Director
Crown Resorts*

In the past year, Crown has worked with local government, community and other organisations to deliver increased employment outcomes, improved processes for job seekers, and the sharing of knowledge and information, to create better policy and corporate practices among its partners. Crown has sat on ministerial round tables at both the federal and state levels and hosted members of parliament, including Parliamentary Secretary to the Prime Minister the Hon. Alan Tudge MP; Minister for Employment the Hon. Eric Abetz MP; the Federal Member for Hasluck Ken Wyatt MP; and WA Shadow Treasurer Ben Wyatt MP.

The talent and experience of Crown employees is reflected in Crown's participation in community and government advisory boards, contributing knowledge, experience and advice on Indigenous employment with employees sitting on boards and committees including:

Souths Cares Community Committee, Ganbina, The Salvation Army Youth Employment Roundtable, Worawa Aboriginal College and the Western Australian Aboriginal Workforce and Development Committee.

Crown's work and success has been acknowledged across community organisation, the private sector and government through industry awards. In 2014 Crown received national accolades from the Australian Human Resources Institute (AHRI) National Inclusion and Diversity Awards and the National Australian Business Awards 100 award for



Community Contribution affirming Crown's commitment and passion to reconciliation and 'Closing the Gap'.

Crown continues developing existing relationships in Sydney with Crown's chief partner, the National Centre for Indigenous Excellence (NCIE), through the inclusion of NCIE employees within Crown's Leadership Development Program (LDP) and Next Generation Leadership (NGL) Program. Building the capabilities and capacity of the NCIE's employees ensures Crown's brand, reputation and standards are delivered within the Sydney market and familiarised with the Indigenous community ahead of Crown Sydney's opening.

Crown's organisational culture of support, learning and development and talent development was delivered in practice on the promotion of Sharon Ninyette, Manager Indigenous Programs, Crown's first Indigenous female manager. Commencing with Crown five years ago, Sharon has progressed through Crown, undertaking learning and development opportunities through the Leadership Development Program, gaining external qualifications in Mentoring and working to build a stronger Indigenous Program. Her appointment further builds support in the community of Crown as an employer of choice amongst the Indigenous community.

Community Gatherings – A Commitment to Culture

Critical to Crown's Indigenous Employment Program success is ensuring there is a sense of community among Indigenous employees. Crown's Indigenous Community Gatherings, held six times per year in alignment with the Nyungar six traditional seasons, embody this culture of community.

This year, Crown's Indigenous employees have used these celebrations to enjoy and develop community relationships inside Crown and to share Indigenous culture with other non-Indigenous employees. The Gatherings also provide an excellent opportunity for Indigenous employees to expose their managers to Indigenous culture and to build stronger professional relationships. Guests and community participants at Gatherings this year have included Elders, AFL players, traditional dancers, modern dancers and Indigenous political leaders. Crown is proud to continue supporting such an integral piece within the program.

Reconciliation Action Plan – Elevate Status

Crown launched the company's first Reconciliation Action Plan (RAP) in March 2013, to further Crown's commitment to reconciliation and 'Closing the Gap' on Indigenous inequality through the creation of real jobs and by supporting Indigenous businesses. During the following two years, Crown achieved the goals set out in the first RAP, delivering positive impacts throughout the Aboriginal and Torres Strait Islander communities.

In 2015, Crown launched the organisation's second RAP, embodying the recognition of Crown as a leading organisation of the Reconciliation Movement. Working closely with Reconciliation Australia, Crown has made detailed commitments over the next two years to be awarded RAP Elevate status. This status acknowledges Crown leads the way within the hospitality and tourism space and will increase the delivery of benefits to the community, supporting the Reconciliation Movement. Crown's RAP is truly part of the organisation's culture and continues to shape the way Crown operates, driving program support throughout the organisation.

"I would like to congratulate Crown Resorts for the achievements the organisation has made towards reconciliation in Western Australia. Their Elevate RAP builds on the work of previous initiatives and is an important milestone on the journey towards creating sustainable employment and training opportunities for Aboriginal and Torres Strait Islander People."

Premier Colin Barnett, Premier WA

Case study: Korin Gamadji Institute

Crown understands that creating opportunities for the Indigenous community does not mean only working with age and job-ready candidates.

As a leader, Crown must invest in the development of Indigenous youth as a key piece to current and future success. Crown's investment contributes to building the capacity of Indigenous youth, assisting the Korin Gamadji Institute's REAL Leadership Program, through the provision of hospitality and tourism training. The training Crown provides arms participants with the necessary skills to enter the workforce in their respective communities with the view to creating opportunities for community members at Crown, if they choose to relocate to Melbourne. This strategy is a commitment of both time and resources across a multiple-year timeframe, to fully contribute in Closing the Gap between Indigenous and non-Indigenous Australians.

'...We recognise the quality of these experiences and have partnered with Crown to provide our REAL program participants transferable skills to assist them in their career pathway progression.'

Belinda Duarte,
Chief Executive Officer, Korin Gamadji Institute

Case study: **Working with Government**

During Reconciliation Week 2015, Crown Perth hosted the Federal Department of Employment Forum on Indigenous Employment (Western Australian State Office).

The forum was attended by key stakeholders including Jobs Active providers, Vocational Training and Employment Centres (VTECs), community organisations and community members. Facilitated by Robert Willmet, Indigenous leader and QLD State Manager for the Department of Employment, the event discussed the changing employment environment and the requirements of employers such as Crown, agencies and providers to work closer together to ensure positive outcomes. Delivering a forum in partnership with the Department of Employment is a symbol of the standard by which Crown operates the Indigenous Employment Program.



International Day of
People with Disability

visit our information stand to find out more about the program.

STAFF COMPETITION

Enter the competition on ERIK before 30 December for your chance
to win a night stay at Crown Melbourne with including breakfast for two!
Answer the question about Disability to go in the running.
Good luck!

CROWNability

Matching abilities to real jobs

In December 2014, CROWNability was launched across Crown's Australian properties. The program is Crown's strategy to provide an employment pathway for people with disability and builds on Crown's commitment to building and maintaining a diverse workforce. The launch of CROWNability coincided with the International Day of People with Disability where Crown also proudly announced that Kurt Fearnley, the acclaimed Para-Olympian and marathon champion would be the official CROWNability Ambassador.

CROWNability aims to attract, recruit and retain employees with a disability; and by placing the right person in the role most suitable for them, ensure that each CROWNability employee experiences a productive and satisfying career.

To achieve this, CROWNability focuses on five key areas:

- i. Disability providers
- ii. Pre-employment
- iii. Recruitment
- iv. Post-placement support
- v. Community



The CROWNability approach to ensuring candidates are matched with a role that best suits them

Leading the way in disability employment

Since the appointment of a Group Manager Disability Employment, Crown is proud to report a 50% increase in the recruitment of employees with a disability. Crown has also seen an increase of 150% since the implementation of the CROWNability program. As of 30 June 2015, Crown reported a total of 75 people who were employed through the CROWNability program.

CROWNability employees work in 48 departments in 38 different roles. The program is proud to report an excellent retention rate, which has been consistently above 70% and currently sits at 78%.

Out of the 75 current CROWNability employees:

- 5 participants have received promotions
- 1 participant has been runner-up in Crown Perth's Employee of the Year award, and was awarded WA Tourism Award – Sir David Brand Youth Medal for his contribution to hospitality
- 17 participants have successfully completed the Responsible Service of Alcohol unit of competency.

This year, Crown has focussed on informing and educating key stakeholders about the CROWNability program, to ensure it is supported nationally.



Kurt Fearnley, ParaOlympic gold medalist and CROWNability ambassador

CROWNability testimonials

David, Storeperson
Crown Perth

CROWNability has enabled David to move from a casual position to a full time position in the Warehouse at Crown Perth. David is highly motivated and demonstrates all the qualities required to be successful. He is a team player and his attitudes reflects Crown's core values.

"I love my work and working in an excellent team brings out the best in me. My manager and the CROWNability team are very supportive and constantly check in. The CROWNability program has helped me enormously and I value Crown's commitment to investing in Diversity. My job gives me purpose and I feel empowered making a contribution on a daily basis. CROWNability has given me renewed independence."

Nomaan, Environment Service Assistant
Crown Melbourne

Nomaan completed high school in 2012 and commenced employment at Crown in 2014. Prior to commencing at Crown, Nomaan worked at various food outlets on a part-time basis earning the minimum wage. As soon as he heard about the CROWNability program, he started applying for various positions and secured a position as an Environment Service Assistant. He "really enjoys working here" and says, "it's the start of my career here at Crown". Nomaan also says that, "the CROWNability program ultimately helped me find a job within Crown. I blend in just like everyone else here at Crown and don't get treated any differently, which is good."

His goal is to progress to different areas of Crown and he is waiting for the right opportunity.



Gender Diversity

Crown is committed to equality in all areas of employment for women and men who are employed in all parts of its operation. Crown's commitment to gender diversity has been solidified by CEO Crown Resorts, Rowen Craigie, joining the Victorian chapter of the Male Champions of Change.

The Male Champions of Change is a high-profile group of Chief Executive Officers of local, national and global organisations, who are committed to advancing gender equality across Australian organisations and in the community. Through this new membership, Crown will continue to explore strategies to reduce gender inequality in Australian workplaces and it is expected several initiatives will arise from this.

Further work is also currently underway in relation to gender equity with the launch of the Women of Crown network and a Women of Crown Management Program to foster the talent of female leaders within the company.

Crown's enterprise agreements (EA) contain no means by which remuneration can be directly differentiated based on gender, ensuring that all employees are paid the same rate for the same work, with the rates stipulated in the agreements based on role. Crown ensures inequality does not indirectly occur by ensuring equal opportunity exists in its recruitment, selection and employee career progression practices. All recruitment personnel are specifically trained in relation to Equal Employment Opportunity in employment to ensure the attraction and selection of employees is free from unlawful discrimination.

Further, the company conducts annual pay equity audits to monitor the ratio of female total remuneration to male total remuneration in relation to salaried employees.

In addition, Crown has established measurable objectives for achieving gender diversity across Crown and assesses the objectives and Crown's progress in achieving those objectives annually, which is also overseen by the Crown Board. Objectives include specific measures related to learning and development, ensuring women are included in shortlists for recruitment of senior positions, and a targeted mentoring program. Information regarding the proportion of women employees in the group, women in senior executive positions and women on the Board as at 30 June 2015 is available in Crown's Annual Report 2015.

Crown has adhered to all reporting requirements in relation to Gender Equity and has consistently received positive commendation from the Workplace Gender Equality Agency. To further enhance this dimension, the development of a comprehensive strategy and action plan to ensure Crown is seen as a preferred employer for women is now being developed.

Crown is committed to the fair and equitable management of salaries for all its employees, including ensuring the issue of gender equity is addressed and effectively managed in all elements of employee reward. To this end Crown commenced a full review and re-design of its remuneration framework in 2014. Once complete, the Crown remuneration framework, along with further planned investments in its Human Resources metrics, will increase the ability to address any gender equity issues in remuneration in an increasingly effective manner.

Specific measures are in place to evaluate the success of Crown as an equal opportunity employer, these include but are not limited to:

1. gender composition of the workforce;
2. equal remuneration between women and men;
3. availability and utility of employment terms, conditions and practices relating to flexible working arrangements for employees and accessibility to working arrangements supporting employees with family or caring responsibilities;
4. sexual harassment and discrimination; and
5. rate of return to work from parental leave.



More information

The Workplace Gender Equality Agency reports on gender diversity for the workforce are available online at <http://www.crownresorts.com.au/corporate-governance/gender-equality>

The Crown Diversity Policy is available online at: <http://www.crownresorts.com.au/corporate-governance/policies>

Evaluation of Diversity Programs

Crown evaluates the success of its Diversity program through the measurement of recruitment and retention statistics in relation to both its specific diversity action plan areas (such as employment of Indigenous Australians, people with disability and gender) and also where the data is available of people from non-English speaking backgrounds and age. Crown also considers the attendance rates at career focussed training programs and promotion rates as positive measures of success and tracks this.

Formal Action Plans have been developed to ensure that Crown fulfils its commitments to Indigenous Australians and people with disability through the externally accredited Reconciliation Plan for Indigenous Australians and the internal CROWNability Action Plan for people with disability. Each of these Action Plans has a range of measures by which progress and success is measured and monitored. In particular, there is also external reporting and evaluation required for the RAP.

Labour Relations

As a large employer, Crown aims to manage labour relations through maintaining open and effective relationships with relevant employee associations, including the unions represented on-site, and to act in good faith in dealings with those associations. In total, Crown has five enterprise agreements in place that exceed Australian minimum standards for employment, which cover the majority of frontline and some management employees.

Crown Melbourne has established formal mechanisms for the labour management concerns of employees to be communicated and resolved through a series of employee consultative committees which enable

concerns of employees to be communicated to management in areas such as operational changes, health and safety, communication and consultation regarding major change and work-life balance. Members of these committees are elected by employees, and meetings are regularly held between committee members, employee association representatives and representatives of management to discuss and address employee concerns and issues.

Crown Melbourne has recently set up a new 'Bullying and Harassment Taskforce', which includes members of Crown Melbourne management, employees, and union representation. This new taskforce's objective is to work closely together to form recommendations to put to Crown regarding how improvements can be made in the processes and policies surrounding bullying and harassment at Crown. It involves a minimum three month review of all current practices, with input from all levels of the business, including the union.

For all employees at both Crown Melbourne and Perth, consultation periods are carried out whenever changes to existing arrangements are being contemplated or introduced.

Crown makes all reasonable efforts to minimise and avoid redundancies by considering some of the following strategies:

1. Reduction or elimination of use of contractor employees;
2. Reduction in the use of casual employees;
3. Reduction of hours (within band) for part-time employees;
4. Reviewing the anticipated effect of natural attrition;
5. Curtailment of recruitment activities;
6. Cross-training of employees; and
7. Redeployment opportunities across the group.





Crown Melbourne employees

When the above strategies have been exhausted, to ensure a smooth transition when managing a career ending, Crown may afford the employee access to appropriate outplacement assistance. Often this assistance is unlimited and ongoing until the employee has found new employment. Employees may also be given options as to which assistance provider they prefer to ensure their ease throughout the process.

Crown continues to monitor the effectiveness and appropriateness of its labour relations practices in the face of business need and a changing industrial landscape. The success of Crown's approach to labour management relations is measured in the ongoing effectiveness of its relationships with various employee associations, as well as instances of industrial action. In this regard Crown's performance is excellent, with enterprise agreement negotiations consistently conducted with an absence of industrial action.

Employee Engagement

Crown believes that employee engagement is the emotional commitment the employee has to the organisation and its goals. This emotional commitment means engaged employees actually care about their work and their company. This leads to higher service levels and in turn greater customer satisfaction which is at the core of the Crown's business.

Crown's employment offering and benefits are strong and attractive to employees and potential employees; however, Crown understands that engagement is more than just "happy" employees and as such ensures a strong employment philosophy which aims to enhance engagement of employees and promote positive interaction with the company and its goals. Key to this is Crown's commitment to meaningful communication with employees coupled with a strong reward and recognition platform.

Our People – The Crown Difference (ctd)

Crown's Commitment to Strong Employee Communication

Crown's commitment to effective communication focusses on the strong relationships supervisors and managers maintain with their teams. While this relationship is paramount, it is complemented by the robust formal consultative processes in place. These are backed up with a multifaceted corporate communications program in each property which includes a number of means to facilitate employee communication including employee magazines, weekly bulletins and newsletters, noticeboards and employee forums.

Employee Consultative Committees

Crown Melbourne has established several consultation committees, comprising employees and management from across the business. This includes an Employee Consultative Committee, dedicated to discussing and consulting on change; a Work-Life Rostering Committee, which focusses on improving the work-life balance of Crown's employees; and a Crown Resorts Foundation Employee Advisory Committee, where employees are invited to contribute ideas and feedback to support the Crown Resorts Foundation Advisory Board. Employee Consultative Committees are also in-place within the key business areas to concentrate on any specific areas of interest that impact that business area only. Business units also have their own individual committees for some of the cross-business taskforces mentioned previously.

Crown Perth actively engages with employees and unions and forms consultative groups on an issues basis and when required.



Crown Perth employees attending their awards evening



Reward and Recognition Programs

Reward and recognition programs play an important role in the experience of an employee at Crown. The programs are designed to recognise and reward employee excellence in a variety of fields and across a number of different employee segments. There are programs that target excellence in management and leadership capability, as well as awards that celebrate excellence in customer service and role proficiency amongst Crown's operational employees.

In recognising Crown's employees for their commitment, it places an emphasis on providing rewards that give employees the same premium service experience that they help deliver to Crown's customers each day. This is achieved through special employee events, where award winners are treated to lunches and dinners and have the opportunity to win special prizes and experiences, such as the Service Leader event held quarterly at Crown Melbourne and the Employee of the Year event held annually at Crown Perth. In this way Crown hopes to show employees that they are just as important as customers. Crown also rewards employees who have achieved significant milestones with the company, such as recognising five, ten and 20 year service, as well as rewarding employees who support Crown's diversity programs, such as the Wominjeka Award for employees who show outstanding contribution to Crown's Indigenous Employment Program.

Communication

Snapshot surveys and focus groups enable Crown's managers and human resources professionals to work directly with teams to further enhance the sense of engagement and to inform systemic program design. Working with Public Relations, Crown Perth has developed a strong employee communication network which assists in delivering a positive working environment for the property's employees. Leveraging from its success, Crown Melbourne has worked closely

with Crown Perth Employee Communications teams over the past year to align their strategies. This alignment has included a launch of a joint employee magazine, cross-property employee competitions and supporting cross-property campaigns.

The Crown Employee Communications teams now have a unified focus for delivering company messages, which has delivered a more positive working environment for employees at both properties.

Eco-Engagement

Crown encourages its employees to volunteer to protect its local environment and engages with them through a range of training and education initiatives. Since 2011, a team of volunteer employees known as the Eco-Shoots team has been conducting monthly environmental awareness events that encourage employees to reduce, re-use and recycle. Some of the activities have included collecting corks for the elephants to play with at Melbourne Zoo and collecting plastic bags for recycling.

Crown has also introduced an environmental sustainability online training module for all employees during financial year 2015. The induction software incorporates the latest in interactivity and behavioural change concepts to ensure optimal uptake from participants. Employees can learn about Crown's environmental initiatives through a range of channels including a dedicated environmental notice board and a dedicated Environmental Sustainability Intranet site which highlights Crown's recent activities, as well as educating employees about how to improve their environmental performance at work and at home.

Crown Melbourne and Crown Perth work together closely to reduce their impact on the environment and contribute to developing more sustainable practices.

Our People – The Crown Difference

Employee Wellbeing

Employee wellbeing remains an integral part of the way Crown undertakes its business. Crown's ability to be innovative and proactive with safety solutions ensures that employees are provided with a safe and supportive work environment.

Recently, Crown signed with medical device company DorsaVi Ltd as part of a Manual Handling project aimed at identifying and assessing jobs across the business that may have the potential to cause injury.

The Manual Handling program will provide Crown with the ability to objectively assess body movement patterns that are indicators of injury with the placement of data sensors on employees whilst they undertake manual handling tasks. Crown will benefit significantly by having data to enable modification of work environments, provide coaching and support to employees and ultimately reduce and mitigate the costs and severity of injuries within the workplace. Crown continues to be an industry leader through the introduction and acceptance of innovation and technology within health and safety.

During 2015, Crown introduced an opportunity for employees to discover key personal health metrics with the introduction of a personal Health Station unit aimed at raising awareness of Blood pressure, BMI, %Body fat and resting heart rate. The results of these health checks will not only assist employees in monitoring their own health but will provide the business with data to target health initiatives throughout the year.

To further embed a safety culture and enhance safety and wellbeing awareness, a series of Safety Focus posters were developed for the Food & Beverage and Table Games business units. The posters aim to raise awareness and provide safety tips on the appropriate ways to undertake their duties in light of manual handling, environmental and safety practices.

The poster series has had great success and brings Health & Safety principles to real situations relative to the employees' work environment and local risks.

Occupational Health and Safety

Crown has achieved strong health & safety performance outcomes throughout the year, enabling annual performance targets to be met. This improved performance highlights a reduction in the severity of injury across Crown, a reflection of strong and effective claims and injury management programs introduced over recent years.

The development and implementation of the new Health & Safety Management System, CrownSAFE, across Crown continues. By year end, a management system framework has been established to support 29 specific workplace hazards ensuring effective assessment and control.

In total, 47 procedures have been launched and supported through extensive consultation, training and management commitment. High risk activities are well controlled with independent review on an annual basis.

To further complement CrownSAFE, the Health & Safety Compliance Program is being introduced as a key component in redefining the regulatory and compliance obligations as required. Crown is committed to meeting these obligations and, through this program, improved safety performance and transparency is assured.

Annual external audits of compliance to legislative and regulatory health & safety requirements are undertaken. Improvement opportunities identified through these audits are implemented in a prioritised manner considerate of the level of risk.

Following the introduction of the Crown Learn online platform, a significant addition includes the Contractor Management module. This online system will validate the identification of contractors, licences, training, contractor controller responsibilities, notifications of incidents and accountability. The launch of Crown Learn will significantly enhance Crown's ability to control the health & safety risks associated with contractors on site.

Future Direction

Crown continues to remain focussed in maintaining safe working conditions for its employees, customers and contractors who visit and work in the complexes. Continuous improvement, education, safety compliance and innovation will see Crown achieve significant performance results and mitigate the impact of workplace injuries for Crown employees and the business, and be an industry leader locally and nationally.



More information

OH&S Charter: <http://www.crownresorts.com.au/CrownResorts/files/c8/c8e9e47c-f570-49a8-870a-3f2293f5334c.pdf>

More information is provided at the back of this report.



World-class Customer Experience



World-class Customer Experience

Crown aims to ensure that visitors experience exceptional service, in a safe and secure environment, where they can choose from a wide range of entertainment options. To ensure that each employee has been provided with the skills to deliver the level of service Crown's customers expect, Crown invests significantly in development and training.

Crown is renowned for its commitment to luxury and the unparalleled entertainment experience it offers to all visitors. There is a focus on delivering the best possible experience to customers to make their visit memorable. This is the key to maintaining the esteem in which Crown's brand is held and ensuring Crown's business is sustainable.



Crown Towers Melbourne



Crown sets the standards for Australia's tourism sector; there is a focus on outstanding service, unparalleled hotel offerings, and providing a broad range of entertainment and world-class gaming experiences. Crown is focussed on actively developing and marketing its brand and, in turn Australia, as a destination for tourists throughout Asia.

To provide a world-class integrated resort experience, Crown recognises the need to provide fantastic service as well as luxurious facilities. To ensure that every visitor receives the world-class level of service they expect, Crown's resorts have a highly skilled workforce of approximately 11,000 on-site at Crown Melbourne and approximately 5,500 on-site at Crown Perth.

Customer Satisfaction

Customer satisfaction is a priority of Crown. It is hoped that every customer who visits one of Crown's properties has an experience which exceeds their expectations.

Crown's Melbourne and Perth resorts are competing with some of the best hotels and entertainment experiences in the world. To continue to attract visitors, Crown must deliver a service experience inline with the best service standards in the world. Therefore, Crown invests significantly in the training of its employees to ensure that they understand the customer experience they are expected to deliver, and importantly provide the quality experience expected of the Crown brand.

Accompanying the expectation of world-class service is an expectation of world-class facilities. From financial year 2010 until financial year 2017, Crown will have invested over \$2.8 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.

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

Future Direction

Crown is currently researching opportunities and approaches to engage with customers to measure overall customer service satisfaction.



Crown Perth

Safety and Security

With more than 28 million visits per year, over 11,800 employees and more than 4,700 active contractors, Crown must provide a safe and secure environment for those who come to visit and those who are employed on the 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 legislation, regulations and codes of practice. There were no incidents of non-compliance during the financial year 2015.

Crown's commitment to safety and security is supported by occupational health and safety programs which aim to protect employees, suppliers, customers and contractors by identifying hazards and minimising risks; dedicated first aid officers on site 24 hours a day, seven days a week in both Melbourne and Perth; as well as a suite of security measures that focus on protecting people and assets, preventing and detecting undesirable activity and managing any incidents.

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.

The training of security employees includes:

- general patron management activities;
- identifying and managing anti-social, violent and illegal behaviour;
- performing activities related to protecting the integrity of casino operations; and
- the ability to manage fire safety systems, incidents and emergencies.

This learning is refreshed through regular and on-going delivery of updated training.



Crown Melbourne resort

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

In addition Crown Melbourne has trained, dedicated first aid officers and Crown Perth qualified paramedics who are on-site 24 hours a day, 7 days a week.

Crown senior management work 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 Board.

Customer Privacy

Crown is dedicated to protecting the privacy of its customers and protecting their personal information. Crown aims to comply fully with relevant privacy legislation wherever Crown has systems and processes in place to support best practices in privacy protection across all areas of the business.

Crown Melbourne and Crown Perth have their own Privacy Compliance Programs that set out their commitment, processes and procedures for ensuring customer privacy is maintained in accordance with relevant legislation. Each Privacy Compliance Program details:

- who is responsible for privacy compliance, including a dedicated privacy manager in Crown Melbourne and a privacy officer in Crown Perth;
- privacy compliance audits;
- management and employee training; and
- how Crown deals with privacy complaints and enquiries, including requests for access to, or corrections of personal information.

Privacy policies for both Crown Melbourne and Crown Perth are publicly available and canvass:

- how the venue collects, stores, uses and discloses personal information;
- guidance on matters such as cross border disclosure of personal information; and
- details of how privacy complaints and enquiries are dealt with.

Each venue also has a privacy compliance guide for employees which sets out in detail personal information handling practices required to be followed by all employees.



Crown Melbourne



Crown Melbourne

To ensure these systems and processes are working effectively, Crown conducts internal audits and reviews of Crown's compliance programs. If the results of reviews or audits identify any areas of non-compliance or where processes and procedures can be improved, then Crown will implement the necessary changes.

There have been no complaints substantiated from external organisations or regulatory bodies concerning breaches of customer privacy, nor have any identified thefts, leaks or losses of customer data occurred.



More information

For information on Australian privacy legislation please go to the Office of the Australian Information Commissioner: www.oaic.gov.au/privacy

Crown's privacy policies and compliance guides are available at:

- Crown Melbourne privacy policy available at <http://www.crownmelbourne.com.au/privacy-policy>
- Crown Perth privacy policy available at <http://www.crownperth.com.au/legal-information/privacy-policy>

Responsible Service of Gaming

Commitment to Responsible Gaming

Crown has an extensive and long-standing commitment to providing gambling in a responsible way. As a world leader in responsible gaming initiatives, Crown continues to offer a unique array of responsible gaming programs and services, underpinned by a robust employee training program and engagement in the community.

Whilst the majority of Crown customers enjoy their gambling experience, we recognise that some of Crown's customers may have difficulties with their gambling behaviours. Through the allocation of significant resources in raising awareness of responsible gaming and the establishment of a comprehensive range of responsible gaming programs and services, the Crown culture of exceptional customer service is maintained across the entire customer experience.

World-leading initiatives include the implementation of the Responsible Gaming Support Centre in 2002 at Crown Melbourne followed by the Responsible Gambling Information Centre in 2009 at Crown Perth and the introduction of the Play Safe Limits Program, Crown's voluntary time and loss limit setting program (in place since 2003 at Crown Melbourne and 2010 at Crown Perth).

The Responsible Gaming Centres at both Crown resorts are purpose built facilities with specially trained employees that provide the focal point for customers seeking assistance with their gambling behaviours. They provide information about responsible gaming programs and services, which are free, confidential and available 24 hours a day, seven days a week.

Both Crown resorts have teams of employees (the Responsible Gaming Department) to implement Crown's policies, programs and services and to monitor ongoing performance. Central to Crown achieving its commitment to responsible gaming is employee training. This commences for all employees on their first day and continues for relevant employees throughout their Crown career.

The Crown Responsible Gaming Committee, chaired by independent Director, Professor John Horvath, AO, continues to review and monitor the responsible gaming programs and initiatives offered by Crown Perth and Crown Melbourne.

Responsible Gaming Centres

Crown responsible gaming programs and services are industry leading. A culture of sector engagement and innovation led to the introduction of a world-first, Responsible Gaming Support Centre in 2002. Another ground-breaking initiative was the introduction of Crown Play Safe Limits, a time and loss limit setting program for gaming machine players, in 2003.

Responsible Gaming Centres are available at both Crown properties. These facilities are easily accessible and located discretely from the casino gaming floor. Operating 24 hours a day, seven days a week, they are staffed by specially trained employees who are available to assist customers with responsible gaming information and assistance and referral to relevant government funded gambling help services.

Crown's Responsible Gaming Centres offer a comprehensive suite of services and programs, including:

- a dedicated team of Responsible Gaming staff available to assist customers 24 hours a day, seven days a week;

Crown Melbourne and Crown Perth are members of the National Association for Gambling Studies, an organisation that aims to promote discussion and research into all areas of gambling activity.



Crown Melbourne's Responsible Gaming Support Centre



Players from the Melbourne Rebels and Melbourne Storm attending one of Crown's responsible gaming awareness events

- provision of strategies to assist customers in managing their gambling behaviours, fostering responsible gambling and preventing difficulties from arising;
- facilitation of referrals to problem gambling and financial counselling support services and welfare organisations and provision of contact with and information about these bodies;
- ensuring assistance and referral services are conducted on a strictly confidential basis;
- the availability of Psychologists (Melbourne only) experienced in the field of problem gambling to assist customers and family members;
- provision of information regarding Self-Exclusion for customers who wish to exclude themselves from the Casino and managing each resort's Self-Exclusion Program;
- delivery of information about the Crown Play Safe Limits program (voluntary time and loss limit setting);
- a Third Party Exclusion Program (Perth only);
- provision of information about Player Activity Statements;

- the ability to access and provide information in selected community languages; and
- provision of a Chaplaincy Support Service (Melbourne only) for customers and employees.

Communication

Crown makes available an extensive range of responsible gaming information. This includes a range of brochures in relation to responsible gaming (many of which are available in languages other than English) and continuous advertising throughout casino gaming floors and on gaming product.

Exceptional customer service is an integral component of the Crown culture, and delivery of responsible service of gaming is no exception. A customer displaying observable signs of potential problem gambling behaviours will be approached by or referred to a member of the Responsible Gaming Team, who will offer assistance and referrals to specialist support as required. Additionally, Interpreters are available for customer translations.

Each resort has a Responsible Gambling Code of Conduct/Practice. The Code is widely available throughout the casino gaming floor and online via the dedicated responsible gaming webpages.

Engagement

Crown actively engages with government and the community in relation to responsible gaming. Each resort has established strong links and ongoing communication with problem gambling support providers (Gambler's Help in Victoria and Gambling Help WA in Western Australia), ensuring customer needs can be met effectively. In addition to problem gambling support services, Crown engages with other relevant support services in each state. In Western Australia, Crown Perth is a member of the Problem Gambling Support Services Committee and the Gaming Community Trust Committee. Crown Melbourne is a member of the Victorian Government's Responsible Gambling Ministerial Advisory Council and various working groups, the Responsible Gambling Awareness Week Industry Reference Group and regularly interacts with the Victorian Responsible Gambling Foundation.

Responsible Service of Gaming (ctd)

Crown is a member of the National Association for Gambling Studies and in November 2014 presented at the annual conference. Additionally, Crown presented at the annual Gaming, Racing and Wagering Australia 2014 Conference as well as at the Victorian Responsible Gambling Foundation. Crown Melbourne was also invited to deliver a practical component of the University of Melbourne Law School's 'Gambling Law 2015' Masters subject. Further, Crown participated in the International Think Tank on Gambling Research, Policy and Practice, co-hosted by the Gambling Research Exchange Ontario (Canada) and the Auckland University of Technology Gambling and Addictions Research Centre (New Zealand).

This year, Crown Melbourne participated in the research project, 'Responsible Gambling and Casinos', undertaken by the South Australian Centre for Economic Studies.

The Responsible Gaming Department regularly hosts national and international groups, including government representatives and regulators seeking information about the comprehensive range of responsible gaming programs and services, as well as the culture of responsible gaming at Crown.



Crown Perth employee

Training

Employee training continues to be an important focus of responsible gaming for Crown. Responsible gaming training is delivered via a blended learning model, which includes online and facilitator led training. The responsible gaming training journey starts at Induction for each employee, where in their first week of employment at a Crown resort they participate in a facilitator led session. This is complemented by an online training module, also taken as a refresher every two years by relevant employees. Responsible Gaming Training is constantly reviewed, with the most recent review of the online training module resulting in a more interactive training experience for the learner.

In addition to responsible gaming training, Crown ensures employees are kept informed about responsible gaming information for customers, as well as for employees. This includes regular attendance by Responsible Gaming Department employees at employee briefings, responsible gaming information in employee correspondence and tailored responsible gaming training sessions.

Information is available for employees on what to do should they experience problems with their own gaming behaviours.

Evaluation

Crown regularly reviews and evaluates the various responsible gaming services and programs. These are conducted within each resort, as well as by the state regulator (Crown Melbourne).

The ways reviews and evaluations are conducted include:

- regular internal audits of the Responsible Gaming Framework at both properties;
- regular reviews of Responsible Service of Gaming training and the Self-Exclusion Program;
- through the Crown Responsible Gaming Board Committee, reports of global initiatives and programs;

- through the Responsible Gambling Management Committee meetings (Crown Perth);
- the annual review of Crown Melbourne's Responsible Gambling Code of Conduct, submitted to the regulator; and
- the VCGLR Casino Operator and Licence Review (Crown Melbourne) (every five years, with the most recent in June 2013).



More information

Crown website - <http://www.crownresorts.com.au/our-contribution/commitment-to-responsible-gaming>

Crown takes its responsibilities to its customers seriously and that includes the responsible service of alcohol. At both Crown's Melbourne and Perth resorts Responsible Service of Alcohol (RSA) programs have been implemented that exceed minimum requirements of the conditions of each property's government licences.

Key features of Crown's RSA programs in Melbourne and Perth are:

- all employees who are involved in alcohol service receive accredited training in RSA;
- key Performance Indicators for compliance with RSA regulations are set for employees involved in serving alcohol;
- customised RSA strategies for various venues in Crown's resorts and Crown branded signage have been developed to support Crown's approach;
- RSA Officers are specifically responsible for monitoring the service of alcohol and assessing levels of intoxication; and
- close working relationships have been established with law enforcement agencies to support RSA approaches.

These efforts are underpinned by a robust compliance framework and culture a dedicated team of employees

Responsible Gaming at Crown

"Crown Melbourne's responsible gambling program is among the best in the world."

(Fourth Review of the Casino Operator and Licence 2008)



Crown Responsible Gambling Support Centre:
1800 801 098

Gambler's Help 1800 858 858



Crown Responsible Gambling Information Centre:
+61 8 9362 7500

Problem Gambling Helpline
1800 858 858

Gambling Help WA
+61 8 9325 6644

Case study: Crown Perth Responsible Gaming

Raising responsible gambling awareness in the community and with stakeholders and support service providers is a key component of the duties of the Responsible Service of Gambling (RSG) Team at Crown Perth. The team actively seeks new opportunities to engage with service providers from a variety of different sectors within the community, including government and non-government funded programs and not-for-profit and private organisations.

The RSG Team are often sought out to assist customers who are experiencing a variety of life stressors which can be, but are not always, a result of problem gambling. The Responsible Gambling Information Centre (RGIC) at Crown Perth provides customers with an opportunity to seek assistance from the RSG Team in a discrete non-judgemental environment. This may include referrals or information to local support groups in the community.

The Crown Perth team has also had an opportunity to work in collaboration with recipients of the Beyond Gambling Grants, a program funded by the Department of Racing, Gaming and Liquor and the

Department of Local Government and Communities in Western Australia.

The Beyond Gambling Grants Program provides funding to support not-for-profit community organisations and local governments to deliver local programs which address problem social gambling issues. The overarching objective of the Beyond Gambling Grants Program is to reduce the incidence of problem social gambling within Western Australia and, in turn, reduce the impact that this has on individuals, families and communities.

To raise awareness of responsible gambling the RSG Team have provided training and information sessions on indicators of problem gambling, attended workshops and community activities, provided collateral and information on Crown Perth's responsible gambling programs and initiatives and conducted tours of the Responsible Gambling Information Centre at the resort at Crown Perth.

The team looks forward to exploring new opportunities to link in with service providers in Western Australia, as well as national providers, to ensure that Crown Perth is able to provide members of the community with assistance and referral options for problem gambling related issues.



Members of the Crown Perth Responsible Gaming team

Responsible Service of Alcohol

to manage this issue. Crown has in place detailed protocols designed to ensure that Crown's RSA obligations are met and that the safety of employees and visitors to Crown's resorts is prioritised. The protocols include:

- refusing service of alcohol to customers considered to be intoxicated;
- not knowingly allowing a person assessed as being in a state of intoxication to gamble or bet in the casino; and
- ensuring any drunken or disorderly customer does not remain on the licensed premises.

Internal committees oversee the operation of Crown's RSA program, supported by an internal audit team conducting periodic audits. In both Melbourne and Perth, risk and compliance committees monitor significant RSA related incidents or compliance issues, and provide input into RSA strategies. There were no infringements issued relevant to RSA matters and regulations across both properties during financial year 2015.

Engaging with the Community

Crown regularly meets with senior members of law enforcement agencies and Crown supports police presence at both our Melbourne and Perth properties.

In Melbourne, Crown voluntarily took measures to place private security services employees at the perimeter of the complex (particularly during peak periods) to maintain high standards of safety and reduce incidents of anti-social behaviour. This initiative has achieved positive outcomes which have been acknowledged by Victoria Police.

Crown Melbourne is an inaugural member of the award-winning Melbourne CBD Liquor Licensing Accord and the Melbourne Licensees Forum, which developed the 'Run a Better Venue' campaign, launched in August 2007. Crown Melbourne was also instrumental in establishing the Southbank Safety and Security Committee. This Committee is chaired by Victoria Police and is used by Victoria Police and the Melbourne City Council as a community consultative committee to deal with Southbank community risk issues, including RSA risks.

Crown Perth works closely with the Nyoongar Patrol (outreach program), WA Police, Public Transport Authority and the Town of Victoria Park to ensure Crown's customers are provided a safe and secure environment. A collaborative approach by Crown Security and its stakeholders has resulted in positive outcomes through an increased presence of Crown's stakeholders around the extremities of the Resort, particularly on peak days/nights, and a number of "environmental" based initiatives to prevent crime from occurring – Crime Prevention Through Environmental Design (CPTED).

Crown Perth Security has representation on the Town of Victoria Park's Community Safety Working Group which is made up of representatives from local schools, Department of Housing, Curtin University, WA Police and residents. The Working Group has supported implementation of CPTED initiatives in surrounding suburbs and transport hubs of Crown which has had positive outcomes.

Crown Perth works closely with its local Town of Victoria Park and City of Belmont Councils through its position on the Local Emergency Management Committee. The sharing of relevant information on the Committee ensures that all members are collaboratively discussing (and implementing where required) relevant issues that could impact on their respective area or business.



More information

Crown Melbourne RSA Policy: <http://www.crownmelbourne.com.au/rsa-policy>

Crown Perth RSA Policy: <http://www.crownperth.com.au/responsible-service-of-alcohol/about-responsible-service-of-alcohol>

The Bigger Picture

The 'Australia in the Asian Century White Paper', while suggesting that the tourism industry develop greater luxury experiences to attract Asian tourists, singled out Crown's tourism offering as an example of what is required to succeed.

"Importantly, the tourism industry needs to develop culturally relevant products to capitalise on growing Asian interest in Australia as a tourist destination. This will mean developing sophisticated luxury urban tourism opportunities, such as those offered by Crown (Resorts) Limited, as well as showcasing Australia's outstanding natural beauty."

Source: Australian Government, 'Australia in the Asian Century White Paper' (October 2012)



Members of Crown's Culinary training team with students



Supporting Australian Tourism

In an increasingly competitive international tourism market, Crown is working with industry to position Australia as a leading destination that caters to the growing Asian middle class traveller. To achieve this, Crown has continued to invest in its resorts, expand and train the workforce, and leverage partnerships with international ambassadors and government marketing and events agencies to increase visitation to Crown's two resorts.

Crown's resorts are among some of the most visited tourism and events destinations in Australia. In 2015, the Melbourne and Perth resorts attracted more than 29.6 million visits. Crown also continues to be one of Australia's largest international tourism revenue generators. Around \$1.3 billion of Crown's \$3.5 billion revenue in financial year 2015 was estimated to be generated from international visitors.

Crown's standing as a tourism destination of international significance has been supported by a number of awards. In 2014 Crown Melbourne was named the best integrated resort of the year in the International Gaming Awards, and Crown Towers was named Australia's best hotel by both Luxury Travel Magazine and the Asia Pacific Hotel Awards.

Crown is actively investing in its assets to maintain its position as a leading integrated resort operator in the region with one of the largest capital investment programs of any Australian tourism operator. Crown is investing over \$2.8 billion in its Melbourne and Perth resorts from financial year 2010 to financial year 2017. Crown's current project pipeline in Australian tourism infrastructure includes Crown Towers Perth, a \$645 million world-class six-star hotel. Crown also has plans to develop Crown Sydney, an iconic six-star hotel and Integrated Resort at Barangaroo on Sydney Harbour, and a new five-star hotel on the site adjacent to Crown Melbourne.

As one of Australia's leading tourism and events destinations, Crown works in partnership with state and national government tourism marketing bodies to promote its unique experiences throughout Asia and other parts of the world. Crown has built key relationships with strategic ambassadors who have become international champions for Crown's Australian resorts and their world-class tourism experiences. Crown's Global Brand Ambassadors include leading chefs, sporting champions and celebrities who help promote Crown's resorts to established and emerging visitor markets.

Domestically Crown is a supporter of a number of organisations that help the tourism industry compete internationally. Crown is a member of the Tourism and Transport Forum of Australia, the peak industry group for the Australian tourism, transport and aviation sectors, which advocates the public policy interests of the sector.

Other significant tourism and hospitality organisations in which Crown play an active role are:

- Melbourne Convention Bureau;
- Perth Convention Bureau;
- Tourism Council of Western Australia;
- Meetings Events Australia;
- American Chamber of Commerce;
- Australia Israel Chamber of Commerce;
- The Australian Hotels Association;
- Australian Entertainment Industry Association;
- Foodservice Industry Australia;
- Chinese Chamber of Commerce and Industry - Perth;
- Japanese Chamber of Commerce and Industry; and
- Restaurant and Catering Australia.



Crown Towers Melbourne

Contribution to the Australian Economy

In 2014, Crown engaged ACIL Allen Consulting to conduct an independent assessment of the economic contribution made by Crown. In its report they estimated the direct economic impact to Australian real GDP of Crown's Australian resorts is up to \$4.5 billion, with Crown Melbourne contributing up to \$3.1 billion and Crown Perth contributing up to \$1.4 billion.

Crown continues to be one of the largest taxpayers in Australia. In financial year 2015, Crown paid more than \$640 million in taxes to all levels of Australian Governments, which amounts to almost two thirds of Crown's Australian normalized profit before tax.

Crown continues to be the largest single site private sector employer in both Victoria and Western Australia. More than 15,000 people work at Crown's Australian resorts. Indirectly, an estimated 26,000 jobs have also been created as a result of Crown's operations throughout the Australian economy. Crown has continued to grow its workforce, and invested in its employees to ensure their ongoing professional development.

Supporting Development of the Services Sector

Crown Melbourne and Crown Perth compete with some of the best luxury tourism destinations in the world. To ensure that every visitor receives the world-class service they expect, Crown delivers one of Australia's most comprehensive employee training programs.

Crown invests heavily in hospitality and tourism training. Crown has built a \$12 million dedicated training facility in Melbourne's Crown College' and also opened a Crown College in Perth. The dedicated training facilities are essential to Crown's business and sit at the core of our strategy to offer world-class service, through a highly trained and engaged workforce. In financial year 2015, Crown College provided approximately 385,000 hours of training to employees in Melbourne and Perth. Significantly since inception, Crown has graduated over 7,200 apprentices and trainees at the Melbourne and Perth Crown College campuses.

To provide the best customer service experience, Crown is always updating and improving the Crown training programs. This in turn is transferring these skills to Crown's workforce, which is contributing to the development of Australia's service sector.

Future Direction

The growth of tourism from the Asian region, and in particular China, presents a significant opportunity for the Australian tourism industry and the broader economy. Australia is already realising the benefits of the growth in tourism from China, with approximately 927,100 Chinese visitors arriving in the last financial year.

Crown has recognised the growth potential of emerging Asian markets, and is investing heavily in tourism infrastructure to increase visitation. However, countries all around the world, including competitor destinations such as the United States, the UK and Singapore, have also recognised the potential of tourism from the Asian region and are acting quickly and decisively to win a larger share of visitors.

As a remote and comparatively high cost tourist destination, Australia must look to reform policies that disadvantage its industry against competitor destinations in the global tourism market. For this reason Crown continues to support reforms to make tourism visas more accessible in key growth markets across Asia, and ongoing government support for tourism marketing.



Crown Melbourne resort

Environmental Responsibility

This year Crown increased its environmental action across its Melbourne and Perth resorts, working towards its goal of being the leader in sustainable business practices in the gaming and entertainment industry. Crown embraces its responsibility to the environment and recognises the unique contribution Crown can make to a sustainable future. Crown achieves this through minimising its environmental footprint through sustainable management of resources including energy, water and materials.

Crown's focus is on three major areas - energy efficiency, water conservation, and life-cycle management. Despite an overall increase in business activity, this year Crown achieved reductions in Greenhouse Gas (GHG) emissions intensity of 3.9% per area and 2.4% per \$EBITDA, a decrease in water consumption of 0.6% and an increase in recycling rates of 64%.

Environmental Management

The Crown Board has ultimate responsibility for environmental matters relating to Crown's business. Two committees of the Board have a mandate that extends to monitoring environmental issues – the Corporate Social Responsibility Committee and the Risk Management Committee. Both the CSR Committee and the Risk Management Committee regularly report to the Board.

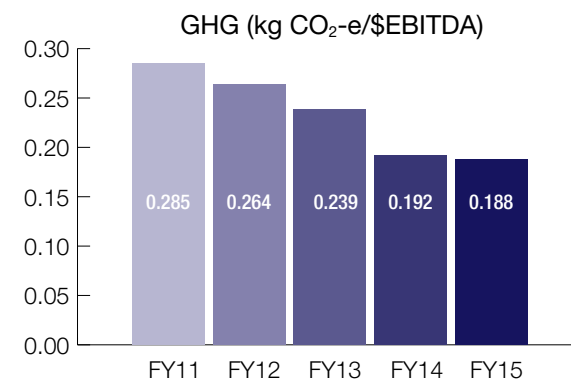
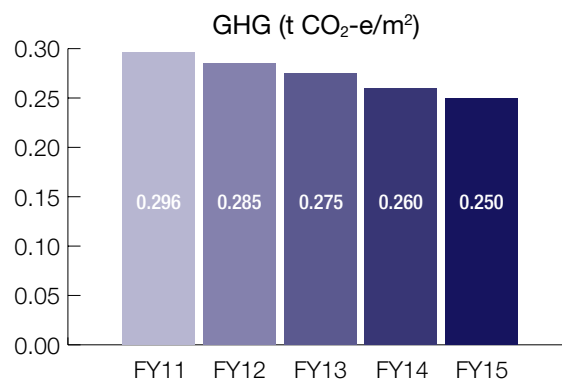
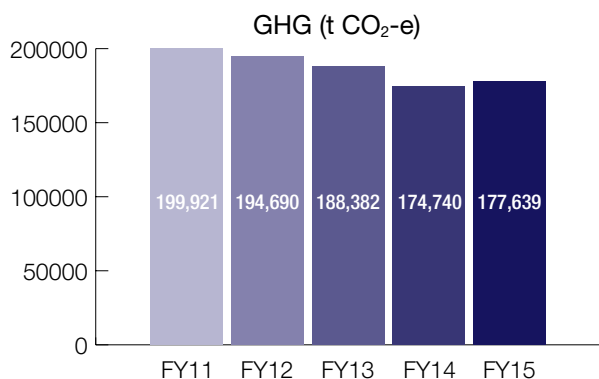
The Crown Environment Policy sets out an overall framework and approach to minimising Crown's environmental impacts. Crown's environmental vision and strategy are supported by the executive management and communicated to all levels of management and front-line employees.

Operations

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. The two properties have also established Environmental Committees with representatives from each business unit to assist in monitoring and managing environmental performance and identify improvement initiatives.

Environmental initiatives are incorporated into Crown's business decision making, contract negotiation, procurement criteria, and training and education programs for employees. Environmental considerations are included in the evaluation of new projects and relevant employees are also assigned key performance objectives covering performance of plant and equipment, reductions in energy and water consumption and increases in recycling rates.

All potential suppliers and contractors to Crown are required to provide information on their environmental



Greenhouse Gas emissions are calculated using factors stipulated under the National Greenhouse and Energy Reporting (NGER) Act 2007.

Environmental Responsibility (ctd)

credentials and performance of their product or service when they register their interest in participating in a tender. Information such as the EMS of the company, energy efficiency of their products and how they will assist Crown in achieving its environmental goals are then incorporated into the supplier assessment. The progress and achievements of the project is then communicated to employees via educational programs including online induction programs, formal training of relevant employees and internal forms of communication.

Crown’s environmental sustainability online training module continued to reduce the environmental footprint of all staff and contractors working at both properties. Incorporating the latest in interactivity and behavioural change concepts to ensure optimal uptake from participants, the training module won the Gold Award for *Best eLearning Design* at the annual LearnX Awards in June 2015.

Monitoring, Reporting and Verification

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 receives monthly reports for transport energy, waste generation and effluents discharged, which are then incorporated into Crown’s financial reporting systems, reviewed by senior management on a monthly basis and reported to the Executive on an annual basis along with all other environmental performance data.

Crown currently does not have sufficient data collection systems in place for material consumption, however, this is an area that Crown wishes to focus on in the near future.

During financial year 2015, Crown reported under the following two Australian Government environment reporting mechanisms:

- National Greenhouse and Energy Reporting Act 2007 (NGER)
- Clean Energy Act (2011)

As part of its commitment to environmental sustainability, Crown participated in the Carbon Disclosure Project (CDP) for the sixth year running and volunteered for this to be made publicly available. The CDP is run by an independent not-for-profit organisation which holds the largest database of corporate climate change information in the world (refer to www.cdproject.net).

Both Crown Melbourne and Crown Perth conduct annual internal audits of all environmental data before being submitted under the above reporting mechanisms.

Partnerships

As well as the internal programs, Crown proudly participated in a number of externally organised programs, including the global Earth Hour when Crown turned off all non-essential lighting, and Clean-up Australia Day. To help reduce the environmental impact of product packaging, Crown Melbourne renewed its commitment as a signatory to the Australian Packaging



The total reduction in carbon emissions at Crown Melbourne during the financial year was equivalent to powering

560 homes

Covenant. The covenant is a voluntary initiative by government and industry to reduce the environmental effects of packaging on the environment. Crown Melbourne is also a signatory to the Waste-Wise Network, the City of Melbourne’s 1200 Building Program and the Energy Users Association of Australia.

Energy and Emissions

Consumption of energy contributes to the excessive accumulation of greenhouse gases in the atmosphere causing drought, heatwaves, sea level rises, storms and floods, resulting in economic damage to infrastructure, agriculture and tourism. Energy consumption also results in disturbance to land including soil, flora and fauna, resource consumption of a non-renewable resource (fossil fuels), a reduction in air quality, and a reduction in water quantity and quality.

Crown consistently monitors and reports on its energy consumption and GHG emissions across both properties to identify areas for improvement. Despite increasing business activity across the Melbourne and Perth



Crown Melbourne receives a Special Commendation for Energy Efficiency at the FMA Awards for Excellence.

properties, this year Crown achieved a reduction in GHG emissions intensity of 3.9% per area and 2.4% per \$EBITDA compared to financial year 2014. Achieving this outcome has been challenging because Crown's businesses run 24 hours a day, 7 days a week, involve large numbers of people, both employees and visitors, and are focussed on providing a seamless luxury customer experience.

Over the past five years, Crown Melbourne has embarked on an energy efficiency upgrade project that has reduced emissions by 16%. The project involved the retrofitting of 90,000 lamps and 1,200 sensors, IT system optimisation serving 2,300 workstations, adoption of energy efficient control strategies for 2,900 air handling units, and retro-commissioning of one of the largest thermal plants in the southern hemisphere. The complex-wide project was recognised with a Special Commendation at the Facilities Managers Association Awards for Excellence in November 2014.

Crown has now commenced the next stage of its energy efficiency upgrade which involves rolling out BUENO (Built Environment Optimisation) across the Melbourne complex. Maintaining energy reductions in a complex with more than 75,000 building control points and 1,300 meters is a significant challenge. BUENO provides us with the assurance that savings will be achieved on an ongoing basis, avoiding the 'fix & forget' in a typical retrofit approach. Crown anticipates that this will result in a further 8 to 15% in energy savings.

By investing in smart engineering to uncover energy savings within Crown's lighting, heating, ventilation, cooling and IT systems, Crown has achieved a demonstrable, measurable and repeatable outcome, with significant savings for a reasonable capital investment. Being Australia's largest single-site private employer running 24 hours a day, seven days a week, and with a high level of focus on the front-of-house experience resulted in significant challenges to the implementation of energy efficient initiatives. The success of the energy upgrade project proves that energy efficiency can be achieved in the most complex

environments with no adverse impact on business objectives.

All of our energy efficiency projects for this year have resulted in a CO₂ abatement of more than 6,800 tonnes, the equivalent to powering more than 560 homes or removing 1,700 cars from the streets¹.

Crown Perth continues to implement resource-saving projects that reduce its impact on the environment. Several areas were upgraded to the latest LED and light sensor technology including the Convention Centre, restaurants, the Pearl Room and back-of-house areas. The Casino steam boilers were replaced with high-efficiency models which will significantly reduce gas consumption.

Crown Perth embarked on its largest energy upgrade project to date with the commencement of the building automation system upgrade. Starting with the Convention Centre, the upgrade will incorporate the latest in energy efficiency equipment and controls technology to minimise energy consumption from heating, cooling and ventilation systems.

Crown Promenade Perth also upgraded its room controls with the installation of an Inncom system. Inncom delivers a fully integrated application for temperature control, energy management, lighting control and security that enhances the guest experience whilst delivering energy savings.

Transport

Crown owns and operates a number of vehicles in Melbourne and Perth, and owns jets that are used to transport customers to and from the properties. Crown currently does not record the environmental impact of the domestic and international commercial airline travel undertaken by Crown's employees but hopes to be able to report on this in the future.

Water Conservation

Excessive water consumption can lead to detrimental environmental impacts such as building more dams, maintenance of infrastructure, erosion, salinity,



Lighting in back-of-house areas have been upgraded using the latest LED flat panel technology

1. Calculation based on EPA provided figures of 12 tonnes GHG per year for households and 4 tonnes GHG per year for cars <http://www.epa.vic.gov.au/~media/Publications/1267.pdf>

Environmental Responsibility (ctd)

desertification, and degradation of water bodies. Crown consistently monitors and reports on its water consumption across both properties to identify areas for improvement.

Since 2010, Crown Melbourne has invested in a number of water efficiency projects, resulting in significant water consumption savings. Overall Crown Melbourne's water consumption decreased by 0.6% compared to F14.

This year, we have continued operating our water-recycling system, generating 1.4 million litres of recycled water used for toilet flushing. Together with Crown's rainwater harvesting systems, they have the potential to save 6 million litres of drinking water every year. We have also upgraded more than 500 shower heads, 400 taps and 140 toilets.

Crown Perth continues its strong focus on water conservation through its ongoing installation of water efficient taps and showerheads. The installation of

water-flow meters for all major areas allows the active monitoring of water use and identification of further water saving opportunities.

Life-cycle Management

Crown is actively working with its suppliers, employees, customers and waste management contractors to improve the way in which products Crown uses are made, distributed, consumed, and disposed. Crown takes a Life Cycle Management (LCM) approach that looks at impacts across the whole life cycle of a product or service with the aim of moving to more sustainable consumption and production patterns.

Consumption of materials and the associated disposal of waste results in environmental impacts such as climate change (due to GHG emissions), disturbance to land including soil, flora and fauna, a reduction in air quality (due to sourcing of raw materials, manufacture and transport of products), a reduction in water quantity and quality, and a reduction in land quality or quantity (due to landfill use).

Material Consumption

Crown does not currently have a rigorous reporting system in place for recording and monitoring the impact of its consumption of materials. This is an area Crown is aiming to build upon in the near future.

However, Crown is currently a member of the Australian Packaging Covenant (APC), which assists in working with suppliers to better manage the impacts of the packaging used in Crown's operations. As identified in Crown's APC report, over the coming year Crown aims to:

- implement the Sustainable Packaging Guidelines for design and procurement of packaging by obtaining data on existing Crown branded packaging and commencing discussions with suppliers of other materials and obtain data;
- implement a policy to buy products made from recycled packaging by commencing discussions with suppliers and obtaining data;

- implement formal processes for working with others to improve design and recycling of packaging by commencing discussions with suppliers to identify barriers and opportunities;
- demonstrate other Product Stewardship Outcomes by reviewing feasibility of including take-back and recycling of packaging in supplier's contracts; and
- reduce the number of packaging items in litter by continuing its employee awareness campaign to increase recycling diversion rates.

Office Paper Reduction

As an example of Crown's commitment to life-cycle management, Crown implemented a Canon Uni-flow printing management system. The system allows employees to increase control of paper use and improve productivity. As a result of its implementation Crown's paper consumption has reduced by 8%.

Waste Management

Crown receives monthly reports detailing the quantity of waste for each waste stream identified, which are then incorporated into Crown's financial reporting systems, reviewed by senior management on a monthly basis and reported to the Executive on an annual basis. Crown's recycling systems expanded again at both properties during financial year 2015 and the overall recycling rate increased by 64%.



Crown Perth employee winning the ride to work day challenge



853kg

soap was collected for distribution to communities lacking adequate sanitation.



Recycling rates have increased from 41.6% to

69.3%

for both properties.

Crown currently recycles soft plastic, green waste, polystyrene, e-waste, food, metal, fluorescent tubes, batteries, oil, CDs, DVDs, corks, mobile phones, metal, wood, gaming cards, garments and cigarette waste.

Crown Perth has implemented a complex-wide recycling program, including a food waste recycling program, allowing waste to be diverted from landfill by approximately 5,000 tonnes and reduce carbon dioxide emissions by approximately 2,500 tonnes each year. This has been achieved by identifying a new waste facility that has a process of extracting food waste from the putrescible waste stream.

In future, Crown is keen to explore opportunities to expand its existing electronic waste and soft plastic landfill diversion schemes.



Crown employees utilise the Uni-flow print management system to reduce paper wastage

Helping Customers Protect the Environment

Crown is committed to making meaningful contributions toward reducing its environmental impact by pursuing sustainable practices in all of Crown's operations. Crown's vision is to be the leader in sustainable business practice in the entertainment and tourism industry.

Crown believes this commitment is consistent with its objective of creating memorable customer experiences and enhancing stakeholder value.

Crown is pursuing this goal by helping customers and employees to understand the need to improve energy efficiency and water conservation, and more effectively manage the life cycle of materials and assets.

Crown continues to invest in a large number of sustainability initiatives to reduce its carbon emissions. From April 2012 Crown introduced a scheme, in partnership with the group Climate Friendly, to enable customers to offset emissions from their hotel stay, function or conference. When a guest voluntarily offsets their hotel stay, function, or conference event, Crown offsets their emissions by purchasing carbon credits in Tasmanian forestry projects. During financial year 2015 Crown's Carbon Offset Program achieved re-certification under the Australian Government's National Carbon Offset Standard (NCOS) – a first in the hospitality and tourism industry.

Crown is looking to expand the carbon offset scheme and customer education systems to Crown Perth.

Crown is also investigating opportunities to disseminate information about its customer environmental programs through external media.

More information

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

Future Direction

Although Crown is making progress on its environmental goals, there remain opportunities to improve, including those involving the environmental impact of transport and materials consumed at Crown's resorts. This includes the following:

- recording domestic and international commercial airline travel undertaken by Crown's employees;
- recording materials used by weight or volume and percentage of recycled content;
- increasing the percentage of materials used that are recycled input materials; and
- working with suppliers to reduce the environmental impact of products and services.

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>
- National Greenhouse and Energy Reporting <http://www.cleanenergyregulator.gov.au/National-Greenhouse-and-Energy-Reporting/published-information/greenhouseand-energy-information/Pages/default.aspx>
- Australian Packaging Covenant Action Plan <http://www.packagingcovenant.org.au/signatories.php>
- Performance Data at the back of this report.

Supply Chain Management

Crown's Australian resorts buy in excess of \$800 million of goods and services from suppliers each year. While Crown aims to take advantage of economies of scale, how items are procured is important.

We believe that leveraging Crown's purchasing power for good will deliver better results for Crown in the long term.

Crown is also helping many of our 6,500 small and large business suppliers grow by identifying new business opportunities and innovative ways to become more efficient. In turn, we benefit when those suppliers invest to assist us improve our efficiency.

Crown, through its procurement activities, places significant importance on driving local and/or Indigenous supplier relationships. We also engage in important dialogue on other issues impacting Supply Chain Management.

Crown views its suppliers as extensions of its own business. We recognise this gives us an opportunity to share our ideals and values with our suppliers.

Procurement Strategy and Policy

Crown has a Procurement Policy which ensures that the procurement of all goods and services is conducted in an honest, competitive, fair and transparent manner that delivers the best value for money outcome, whilst at the same time protecting the reputation of Crown. The policy requires us to consider environmental, regulatory and social impacts when choosing goods, services and suppliers.

The careful selection of business partners and suppliers against a comprehensive list of Environmental and Social criteria means we can better understand and influence our buying and supply decisions in a positive way as well as during compliance against standards that are important to Crown including:

- bribery and corruption;
- labour rights;
- freedom of association;
- safe working conditions;
- child labour;
- involuntary labour;

- living wages;
- working hours;
- discrimination;
- harsh or inhumane treatment;
- entitlement to work or immigration;
- sub-contracting; and
- environmental compliance.

As a major purchaser of goods and services we are able to use our purchasing power to drive CSR objectives through our supply chain. Having spent the last 12 months considering our impact on social and environmental issues, we are aware of the risk areas and are better placed to address these through risk mitigation strategies, for example:

- the screening of goods, services or suppliers against Crown's CSR criteria;
- collecting data that defines and ranks supplier CSR performance;
- collecting data that identifies local and Indigenous suppliers; and
- screening suppliers against Global Reporting Initiative (GRI) and Australian Packaging Covenant (APC) criteria.

Case Study: SoapAID

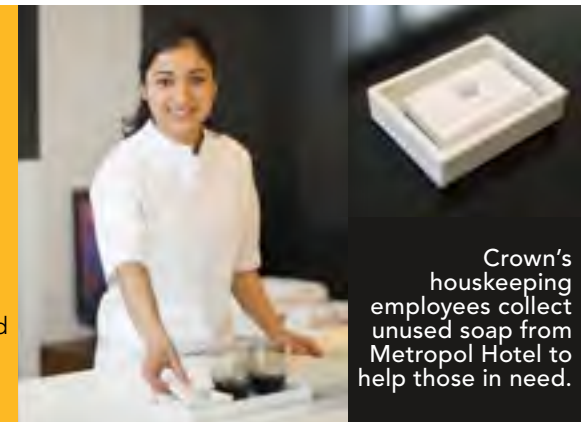
In 2014, Crown joined an Australian first initiative in recycling unused soap from our hotel rooms through the SoapAID program. Rather than disposing of soap to landfill, Crown's housekeeping staff collect the unused soap and store them in dedicated receptacles for collection by SoapAID. After collection the soap is processed and redistributed to communities that lack adequate sanitation.

Today across the globe over 2 billion people lack adequate sanitation. As a direct result, it is estimated that 1.8 million children under the age of 5 die each year due to hygiene related illnesses. This equates to 6,000 deaths each day.

One of the major causes of childhood deaths is diarrhoea. By the simple act of a child washing their hands with a bar of soap, we could potentially reduce the number of diarrhoea cases by over 40 per cent.

In an effort to prevent these needless deaths, SoapAID collects waste soap from hotels worldwide and sends them to a central processing plant, where the discarded soaps are re-processed and turned back into new, useful bars of soap that will help save lives.

To date, Crown has provided 853Kg of soap to the charity, contributing to the 6 tonnes of soap which has been collected from Australia. For more information please visit www.soapaid.org.



Crown's housekeeping employees collect unused soap from Metropal Hotel to help those in need.

Procurement

Code of Conduct and Guidelines

Ethics in Procurement

The Procurement function, along with its internal business partners are in control of large budgets. Consequently there is an expectation that we behave ethically. For Procurement, being ethical means that our processes and the people involved in them demonstrate integrity, uprightness and honesty.

Crown has invested, and will continue to invest, time in educating its stakeholders, personnel and suppliers in the high ethical standards expected when conducting or participating in sourcing activities and negotiations. These standards are reinforced when, as part of the Crown's sourcing process, participants are required to sign off their acceptance to, and compliance with, the Crown Code of Conduct Policy and the Procurement Policy.

Supply Chain Risk and Sustainability

Our Procurement Policy is also supplemented by a Procurement Risk Framework which helps Crown consider and actively assesses risks across a broad corporate risk landscape. This risk landscape specifically includes social impacts on communities and individuals.

Since our last CSR report the assessment of risk in our supply chain has been a key focus. The development of a framework tailored to the procurement process has helped Crown to become more familiar with and considerate of, the impacts our buying decisions have on environmental and social issues. As well as exploring what could go wrong with the procurement of goods and services, the process also helps identify opportunities to positively impact the communities in which we operate

Measuring our CSR Objectives by Investing in Technology

Investing in the technology that allows Crown to solicit and report on Crown's progress toward minimising social and environmental impacts of our buying decisions has been an important strategic objective in 2015.

Partnering to eradicate forced labour from our Supply Chain

During 2015, Crown started a dialogue with the Walk Free Foundation, to consider the implications our buying decisions had on the global issue of forced or slave labour.

A number of workshops were held that explored the issue and how Crown could contribute toward a goal of eliminating forced labour from its business. The workshops also provided valuable feedback for the Walk Free Foundation which helped them understand how they could better influence other corporates.

With over 35 million people estimated by the Global Slavery Index to be enslaved worldwide, as well as local examples of labour exploitation having been in the media spotlight, the need to consider the issue of forced labour has been important to Crown.

As a result of this association Crown has significantly improved its due diligence and supplier on-boarding procedures to ensure we are collecting data that identifies high risk commodities, industries and geographic locations.

These insights then lead to a process of further investigation that may comprise some or all of the following:

- internal assessment of substitutes to replace high risk commodities;
- further assessment of suppliers either via a third party or self;
- on-site audits or inspections; and
- inclusion of improvement or corrective action plans as part of a supply contract.

These principles are now applied to its sourcing projects. Mandatory risk assessment against CSR criteria now forms part of an improved technology driven strategic sourcing process.

In 2015, Crown representatives were invited to conduct a series of site audits of factories supplying one of our major Asian based equipment suppliers. The factories were reviewed to ensure there was no evidence of inappropriate labour conditions including restrictions on workplace freedoms, poor physical working conditions and child labour. Through these visits we were able to confirm that we were buying from a supplier that operated its business in a manner that was not inconsistent with Crown's values.

Supply Chain Management (ctd)

Over the last 12 months we have researched and investigated ways in which we can improve our ability to monitor and measure our suppliers and our own CSR performance. To that end, Crown has invested significantly to improve the procurement systems we use to achieve this.

Crown's new e-procurement technology will facilitate a regular and mandatory information collection process. All new and existing suppliers will be required to update their profiles ensuring we have the latest information - a reflection of the ever-changing economic, environmental and social landscape we operate.

We will be able to proactively manage sourcing and tender activity, ensuring suppliers who are entering into a supply agreement subscribe and sign up to the requirements we have regarding CSR.

The integration of this information with a Supplier Performance solution will mean that we can better facilitate fact-driven conversations with our suppliers through our Supplier Relationship Management Program (SRMP).

Local Contracts for Local Suppliers

Crown gives preference to partner with Local, Indigenous and/or Australian based businesses for its procurement of goods and services. Australia has an abundance of high quality, technologically advanced and capable suppliers to fulfil Crown's procurement needs. Due to the varying nature of Crown's business, coupled with the changing demands and complexity of supply, a significant proportion of Crown's existing supply base is located within 50kms of Crown's properties.

Crown procures a wide variety of goods and services, providing significant opportunities for Australian-based businesses to partner with Crown.

Overall 90% of Crown's spend is paid to Australian businesses, varying in size and scale from large telecommunications businesses to locally owned family businesses.

63% of a property's spend is procured within the state in which it is located, with 27% sourced outside the home state but within Australia.

A high proportion of Crown's fish and meat, and fruit and vegetable supply comes directly from Australian suppliers and growers. These products vary from truffles from Western Australia, flathead out of Corner Inlet in Victoria to wagu beef out of the Limestone Coast in South Australia. In each of Crown's Australian resorts, customers will find a higher proportion of wine varieties from their states, including the Yarra Valley and Mornington Peninsula at Crown Melbourne and a higher proportion of wines from the Margaret River at Crown Perth.

Alongside our local employee recruitment efforts, we continue to reach out to a growing supply base which enables Crown to select vendors from the most diverse pool of local vendors, contractors and professional service providers possible. We have conducted vendor information sessions to ensure vendors understand our values, standards and our desire to support local business.

Crown will also introduce an open supplier portal that will allow any local supplier to be considered as a 'Potential Vendor' for future supply opportunities.

Engaging Diverse Suppliers

Over the past 12 months, we have conducted meetings, where groups of our suppliers are invited to hear about opportunities at Crown, understand our procurement requirements, speak with our senior management and network among themselves. These meetings enable us to get to know suppliers that might otherwise fail to present themselves effectively to Crown and encourage them to offer their products and services.

Our commitment stands strong – Supporting local indigenous seafood fishermen.

In March 2014, Crown food and beverage Procurement was approached with the opportunity to engage with an Indigenous supply chain, specifically, supplying Southern Rock Lobster. The supply chain starts in Gunditjmarra Country (Portland, Victoria) with Silver Eels Fishing & Charters catching the live product in Bass Strait and returning them to port on a daily basis. Silver Eels Fishing & Charters is entirely Indigenous owned and operated and employs Indigenous people from the area.

The lobster is collected by another business, SRL Direct, as soon as the boat arrives to port and then transported from the wharf to Crown's restaurants within five hours of being caught. SRL Direct is also 100% Indigenous owned and operated and gives rise to further local Indigenous employment.

The partnership has been a successful one with over 4 tonnes of crayfish quota making its way direct to Crown; however not without its challenges. Acting on its commitment to assist and support Indigenous business, Crown have been able to work collaboratively with these two businesses to ensure their success.

Following a review of the contract as part of Crown's Supplier Relationship Management Program (SRMP), it was identified that supply interruptions were frequent and that a buffer stock was needed to ensure continuity of supply. We worked with Silver Eels and SRL and identified inefficiencies in the supply chain and transport logistics processes.

To address the inefficiencies Crown freed up space on its loading dock area where a live crayfish holding tank was installed. SRL Direct now delivers the crayfish to the holding tank and from there they are distributed to the Restaurants.

Crown demonstrated we could help these businesses improve their overall cost to supply. This means more money for Silver Eels and SRL and indirectly, the community within which they operate. In return Crown was able to secure a sustainable, long term supply of premium quality crayfish.



Crown employee with a representative of Silver Eels Fishing & Charter company, one of Crown's Indigenous-owned suppliers

Through our professional networks we are able to have the same conversation with potential suppliers and through industry groups like Supply Nation, we endeavour to encourage and introduce Indigenous owned businesses to Crown.

In Crown's 2015 RAP, we have committed to spending in excess of \$250,000 with Indigenous owned business this year. We have said we will:

"Develop an Aboriginal and Torres Strait Islander incubator that will support smaller businesses and hold up to four targeted events during the year, providing information that will build the capacity of Indigenous businesses to successfully tender for work."

Addressing Social Issues

We also continue to strengthen our relationship with long time Indigenous business partners like Nyoongar Patrol, a Perth based supplier who have been supporting Crown and its security objectives for over 6 years.

Nyoongar Patrol was established in 1998. The service was initiated by a group of Indigenous people, government and non-government agencies with a vision of providing culturally appropriate services to young unsupervised people who were at risk of coming into contact with the criminal justice system.

Crown Perth recognised there was a need, as part of its security and community strategies, to direct specialised resources to work closely with the Indigenous community in an effort to:

- maintain a strong and specialised on-site security presence;
- defuse conflict;
- improve public relations and social contribution; and
- improve cooperation between mostly young Indigenous people, Crown and the law.

Working in partnership with Nyoongar Patrol has delivered an integrated service that addresses not only Crown's operational requirements, but also its desire to work collaboratively with the community on addressing important social issues whilst supporting local Indigenous business and employment.

Sustainable Procurement Practices

We are always looking for ways we can work with suppliers to achieve Crown's goal of being a leader in sustainable business practice in the Gaming and Entertainment industry.

In an effort to minimise our environmental footprint, the Warehouse operations worked with suppliers to reduce the volume of cardboard boxes it uses and recycles.

Three major food suppliers have worked with Crown in developing a system that replaced cardboard delivery boxes with reusable plastic crates. The supplier delivers their product in the reusable crates and Crown collects and stores the crates until they are collected by the supplier, therefore eliminating the need for the manual breakdown, storage, collection and recycling of the cardboard boxes.

This initiative provides a direct cost benefit to the supplier and Crown whilst reducing our material consumption impact - a key aim of Crown's commitment to the APC.

Promoting Crown's Values

Introduced in 2014, Crown's SRMP will continue its objective of providing a formal process of evaluating supplier performance in relation to all measurable negotiated outcomes, including CSR objectives.

The process has provided an effective forum for exploring improvement opportunities whether they are to reduce Crown's waste or improve recycling rates, allow the introduction of new technologies in Australia or promote Crown's RAP on a one-to-one basis.

Crown believes that regular communication with its suppliers is imperative to the promotion of each company's values. Bi-Annual Supplier Forums, first started in 2014, will continue to maintain a prominent position on Crown's Supply Chain Events Calendar.

Supply Chain Management (ctd)

Case Study: Helping to Create Sustainable Food Sources

Corner Inlet is a 600-square-kilometre bay, that is located 200 kilometres south-east of Melbourne, in the South Gippsland region of Victoria, Australia. The area is recognised as having important habitats which support the production of key recreational fish species like Flathead, King George Whiting, and Trevally.

In 2015 Crown was approached by the Corner Inlet Fishery Habitat Association, with the opportunity to participate in a restorative program that would identify and promote the protection and restoration of an environment from which we source one of Crown's premium local fish species, the Rock Flathead.

Crown, as a representative of the retail end of the fishery, saw an opportunity to partner in a sustainability program that would seek to achieve the following benefits:

- *marine conservation and rehabilitation of Corner Inlet Coastal Park*
- *increased fishing productivity and improved sustainability*
- *raise awareness of the importance of proactive conservation and give credit to those that support it*
- *strengthen connections between partners and build the profile of Corner Inlet seafood.*

Through Crown's support we aim to have direct influence on the sustainability of an important food source, ensuring we have availability and access to some of Victoria's freshest premium fish now and in the future.

Future Direction

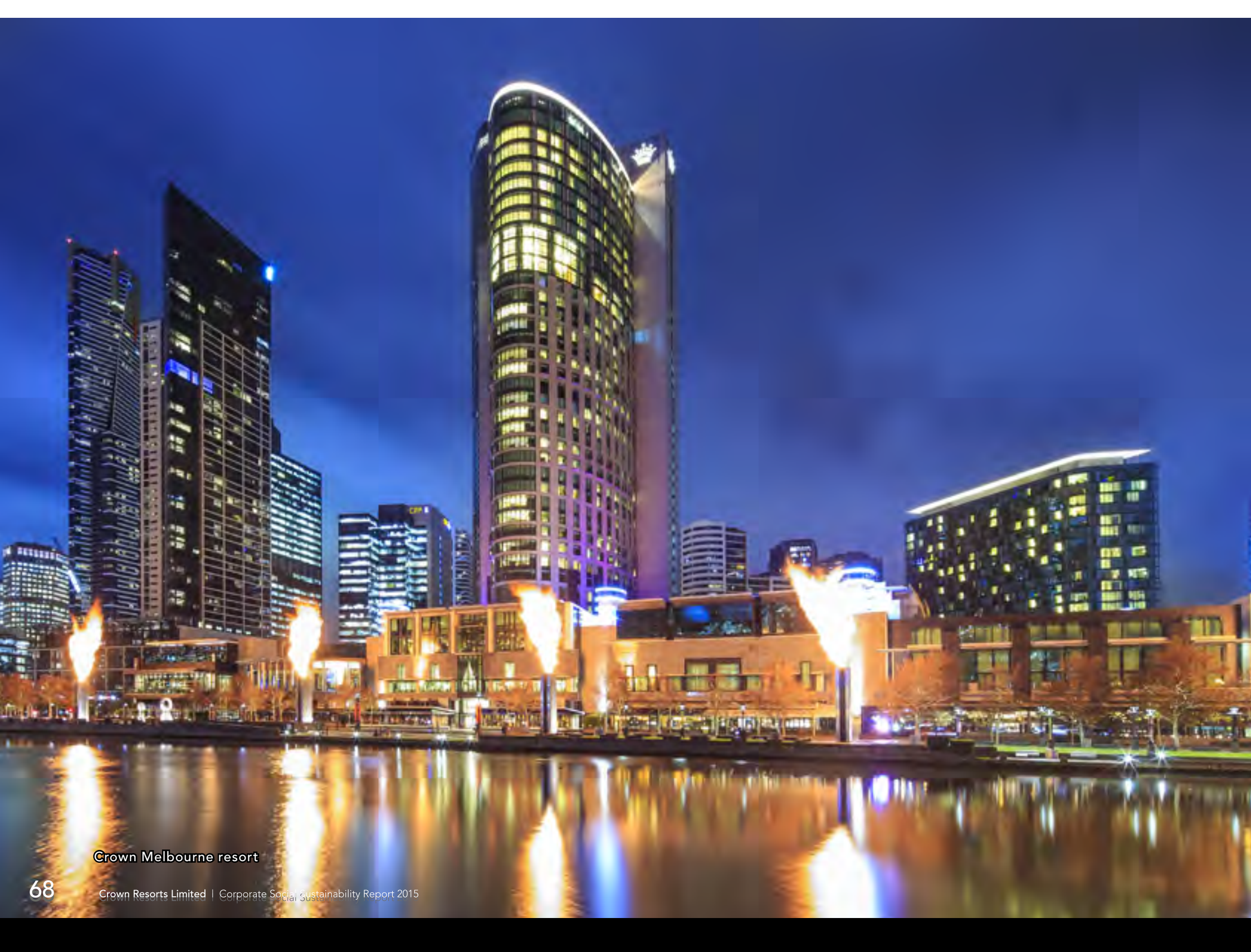
Key objectives with the supply chain are to:

- expand Crown's supplier social and environmental risk assessment framework to identify opportunities and address compliance issues within its suppliers supply chain;
- expand the capability of Crown's e-procurement system in identifying further opportunities to support local and supplier diversity objectives; and
- expand Crown's SRMP to responsibly exercise its influence on suppliers to achieve positive outcomes.

Responsible and Ethical Behaviour



Crown Perth employees receiving a culinary award



Crown Melbourne resort

Responsible and Ethical Behaviour

A culture of responsible and ethical behaviour underpins all 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 Principles and Recommendations.

The Crown Board is responsible for guiding Crown on behalf of its shareholders and (in conjunction with management) for identifying areas of significant business risk and ensuring arrangements are in place to adequately manage those risks. Crown's senior executives have responsibility for the day-to-day management of the operations and administration of Crown.

Crown has appointed executive level positions with responsibility for, among other things, environmental and social areas. Those roles report ultimately through to the Chief Executive Officer. In addition, the people occupying those roles are involved in briefing relevant Board Committees who then report through to the Crown Board. Crown's appointed executives with responsibility for environmental and social areas maintain relationships with a number of stakeholders including industry bodies and community groups. Where appropriate, reports are provided to the Board via the Corporate Social Responsibility Committee or to the Chief Executive Officer.

A performance evaluation of the Board and of its Committees is undertaken annually, following completion of each financial year, by way of a questionnaire sent to each Director. Should the evaluation process raise performance issues in relation to the governance of economic, environmental and social areas, the Nomination and Remuneration Committee would take appropriate action.

Regulatory Oversight

Crown's Australian properties each operate a compliance department tasked to manage the development, promotion and supervision of the Company's compliance program. Each property is closely regulated by a Gaming and Liquor Commission in its respective state, which oversees the gaming and liquor regulatory requirements mandated by robust legislation, regulations and other relevant laws. Liquor regulation exists to ensure harm minimisation associated with the provision of alcohol. Casino regulation exists to ensure that gaming is conducted honestly and that the management & operation of the casino remains free from criminal influence & exploitation. Reputable casino operations have legislative internal control regimes to provide:

1. certainty of operations;
2. public confidence; and
3. systems to protect the return on investment.

Ethics and Integrity

As a listed public company in one of the most highly regulated industries in the world, Crown and its two Australian properties have well-developed probity and compliance processes in place which are undertaken by senior management and overseen by the Crown Board and its Committees. Crown is subject to the continuous disclosure and regular reporting regimes mandated by the Corporations Act and by ASX as well as being subject to the rigorous gaming compliance and probity requirements of the State-based gaming regulation of a number of jurisdictions.

Crown has established separate Codes of Conduct that outline the standard of ethical behaviour that is expected of its Directors and of its employees at all times. The Code of Conduct for Employees is a detailed statement of:

- practices required by employees to maintain confidence in Crown's integrity;
- legal obligations of employees and the reasonable expectations of their stakeholders;

- responsibility and accountability of individuals for reporting and investigating reports of unethical practices; and
- codes of conduct for employees at Crown Melbourne and Crown Perth.

More information

Crown's Code of Conduct for Directors and Code of Conduct for Employees: <http://www.crownresorts.com.au/corporate-governance/codes>

Corporate Governance Statement in the 2015 Annual Report: <http://www.crownresorts.com.au/investorsmedia/annual-reports>

Anti-Corruption

Crown recognises that corruption reduces the efficiency of its business, increases inequality and can have devastating consequences on Crown's brand and reputation. Accordingly, Crown has taken steps to protect its businesses against bribery and corrupt acts.

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 bribery and corruption by any officers, employees, third-party representatives or business partners.

Crown's Anti-bribery and Corruption Policy requires that Crown not, either directly or indirectly, solicit, encourage or accept any form of bribe from anyone, including a business partner, a supplier, a customer or fellow employees as an inducement for business, information or any other purpose. As part of the development of the policy, Crown undertook an extensive risk assessment exercise. With the assistance of an external consultant, Crown carried out detailed local risk assessments in each of the jurisdictions in which Crown operates as well as potential new jurisdictions.

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 not acceptable.

Employees who are required to deal with external suppliers of goods and services to Crown must avoid placing themselves in situations of a potential conflict of interest. Crown's induction training includes content regarding unacceptable behaviours.

Crown's policies on anti-bribery and corruption are readily accessible to all employees. In addition, property-wide Staff Alerts have been published and circulated to 100% of Crown's Australian employees, which summarise the content of Crown's anti-corruption policies and procedures. Targeted training has also been provided to selected employees in high risk areas regarding anti-corruption policies and procedures.

Crown does not provide formal training to its business partners, however, anti-corruption policies and procedures are made available to them.

It is a fundamental principle of Crown that all of its business affairs be conducted legally, ethically and with strict observance of the highest standards of integrity and professionalism.

All Crown officers and employees have a duty to help prevent, detect and report instances of bribery and corruption as well as any other suspicious activity or wrongdoing. Employees are able to seek advice on ethical and legal issues from the Legal Department of the relevant Crown business in which the officer or employee operates. Where appropriate, external advice may be sought on particular identified issues.

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



Crown Melbourne employee presenting during Responsible Gaming Awareness Week

on how to access Crown's whistleblower program can be found on the relevant Crown business's intranet page.

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

Crown's Australian businesses, Crown Melbourne and Crown Perth, each have an established internal audit program in place. The internal audit function identifies, tests and assesses adequacy of internal controls. The results of internal audit programs are reported through to a dedicated Compliance Committee at each property.

As a publicly listed company, Crown's financial accounts are subject to third party review and audit. As part of their audit processes, Crown's auditors also make enquiries of management regarding knowledge of any fraud or suspected fraud affecting Crown involving management, employees who have significant roles in internal control or others where fraud could have a material effect on the financial report and knowledge of any allegations of fraud, or suspected fraud, affecting Crown's financial information. Crown's financial accounts are publicly available and are lodged with relevant regulators.

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/annual-reports>

Conflicts of Interest

Crown has a number of policies and procedures in place which deal with conflicts of interest. For example, Crown's Code of Conduct for Directors provides, among other things, that a Director:

- must act with proper purpose and honesty, in good faith and in the best interests of Crown as a whole;

- must recognise that the primary responsibility is to Crown's shareholders as a whole, but should where appropriate have regard for the interests of all Crown's stakeholders;
- must not make improper use of information acquired as a Director;
- must not take improper advantage of the position of Director;
- must not allow personal interests, or the interests of any associated person, to conflict with the interests of Crown; and
- must encourage the reporting and investigating of unlawful and unethical behaviour.

In addition, Crown's Employee Code of Conduct requires that employees guard against any possibility of conflict of interest or potential conflict of interest during employment by Crown.

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. The onus is on all employees to disclose such information and non-disclosure is regarded as a serious breach of policy.

Related party disclosures are included in Crown's Full Financial Report each year as part of its Annual Report. The Annual Report also includes information about Crown's controlling shareholder and identifies its top 20 shareholders.

More information

Crown's Code of Conduct for Directors and Code of Conduct for Employees are available at: <http://www.crownresorts.com.au/corporate-governance/codes>

Risk Management

Risk management is an integral part of the industry in which Crown operates.

Crown has established policies for the oversight and management of material business risks and has adopted a formal Risk Management Policy. The 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 to the Crown Board. Risks include economic, environmental and social issues.

Management is charged with monitoring the effectiveness of risk management systems and are required to report to the Board via the Risk Management Committee which administers Crown's Risk Management Policy. The Crown Risk Management Committee meets formally twice a year. In addition and where required, the Charter of the Committee allows for decisions to be made outside formal meetings by way of written resolution.

Crown's management has devised and implemented risk management systems appropriate to the business.

A formal Risk Management Plan has been developed using the model outlined in AS/NZS ISO 31000:2009 Risk Management – Principles and Guidelines. The plan 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.

The Board receives periodic reports through the Risk Management Committee, summarising the results of risk management initiatives at Crown.

In addition, and as noted above, Crown's Australian businesses, Crown Melbourne and Crown Perth, each have an established risk management framework in place. The effectiveness of those frameworks is monitored by the applicable Risk Management Committee at each property.

External Audit

Crown and its controlled business are subject to an annual external audit, designed to express an opinion on the half year and full year financial statements, and to obtain reasonable assurance that the financial statements are free from material misstatement including:

- consideration of current and emerging business risks, mitigating controls and their potential impact on the financial statements;
- evaluation of accounting policies used, and the reasonableness of accounting estimates made; and
- evaluation of the overall presentation of the financial report.

To assist the Board in fulfilling its responsibilities in relation to external financial reporting, internal financial controls, the external audit function and corporate governance policy and practices, Crown has established an Audit & Corporate Governance Committee responsible for:

- the review and consideration of the half and full year financial statements;
- the integrity of Crown's financial reporting;
- the independence and competency of the external auditor; and
- the review and development of appropriate corporate governance policy.

Internal Audit

Crown's major controlled businesses, Crown Melbourne and Crown Perth, maintain dedicated internal audit functions established by their respective Boards.

Staffed by appropriately qualified personnel, the internal audit functions are responsible for determining whether material risk exposures and corporate governance responsibilities have been identified and are being managed effectively, by reference to, but not limited to:

- the identification and management of risks;
- the adequacy and effectiveness of mitigating controls;
- compliance with applicable policies, standards, procedures, regulations and legislation;
- ensuring resources are acquired economically, used efficiently, and adequately protected;
- the achievement of business objectives; and
- the accuracy, reliability and timeliness of information reviewed.

Audits are undertaken in accordance with annual Internal Audit Plans approved by the respective Boards, and aligned to the businesses' material risk exposures and corporate governance responsibilities.

Each internal audit function reports periodically to their respective Boards on audits completed, the status of corrective actions recommended and progress against approved Internal Audit Plans.

The respective Boards will also ensure the independence of the internal audit functions and the adequacy and competency of employees.

An external assessment of each internal audit function against applicable professional standards is undertaken at a minimum once every five years under the direction of the respective Boards.



More information

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

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

Crown's Code of Conduct for Directors and Code of Conduct for Employees: <http://www.crownresorts.com.au/corporate-governance/codes>

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

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's Remuneration Report: <http://www.crownresorts.com.au/corporate-governance/corporate-governance-reports>



Our Reporting and Our Stakeholders



This is Crown's third Corporate Social Responsibility Report (CSR). This report builds upon the previous two and relates to Crown's two Australian properties, Crown Melbourne and Crown Perth, for financial year 2015 (1 July 2014 to 30 June 2015). This reporting period applies to the material issues outlined in the following tables as well. Crown intends to report on an annual basis.

Where possible Crown has also included significant matters which occurred after the reporting period but prior to publication.

For this report, Crown has used the Global Reporting Initiative (GRI) G4 guidelines for reporting, at a core level. For more information about the GRI, the world's most widely used sustainability reporting framework, please see www.globalreporting.org.

To prepare this report, Crown engaged with its stakeholders (internal and, to a limited extent, external) to define and determine what issues were most important to report and to help us define where each issue was relevant to Crown. Crown also reviewed the CSR policies and practices of peer organisations in Australia and internationally to gain a wider view of the sustainability issues for the tourism and entertainment sector.

In consultation with its stakeholders, Crown defined its material issues as those which reflect significant economic, environmental and social impacts or which substantively influence the assessments and decisions of stakeholders about its business.

These material issues for reporting are detailed in the following tables. For each of these issues either the relevant Crown business unit or the relevant external party has been identified. All material issues identified have been determined to impact both the Crown Melbourne and Crown Perth properties.

Material Issue	Issue Description	External Impact
Employment	Crown's role as a major employer in the VIC and WA economies	State and federal governments, potential employees
Tax contribution	Amount of tax paid	Local governments where Crown operate, Federal, VIC and WA Governments
Flow-on benefits, including supply chain	Multiplier effect of Crown's operations including boosting local businesses and local suppliers	Crown's suppliers and businesses operating within and close to its properties
Tourism – especially from Asia	Crown's role in boosting tourism, especially from Asia, both in its own right and in partnership with others	Crown's partners including tourism industry bodies, governments and government agencies, businesses in the economies in which Crown operates
Hospitality sector development	Crown's role in developing the hospitality sector through training of employees and by setting standards in service quality and delivery	Suppliers and other hospitality sector businesses within Australia

Material Issue	Issue Description	External Impact
Entertainment and tourism	Crown's role as a provider of entertainment and tourism services for individuals and communities. Crown's role in the social fabric in its places of operation.	Customers
Urban regeneration	Crown's role in revitalising urban areas where its operations are located	State and local governments, tourism businesses, agencies and landowners in areas adjacent to Crown's operations
Responsible gambling and responsible service of alcohol	Supporting customers to enhance their Crown experience	Crown customers, community and government organisations involved in preventing and treating problem gambling, and alcohol issues.
Community giving	The Crown Resorts Foundation and other philanthropic programs/activities run by Crown and their role in addressing community needs	Crown community partners, and recipients of community donations.

Material Issue	Issue Description	External Impact
Ethics and governance	Strong governance processes and an uncompromising ethical approach to business	Financial markets, business regulators
Anti-corruption	Anti-corruption policies and practices which underpin Crown's activities	Financial markets, business regulators, law enforcement agencies
Diversity	Crown's performance in promoting gender, cultural and linguistic, Indigenous and disability diversity	Potential employees and suppliers
Occupational health and safety	Occupational health and safety performance and practice	Potential employees, workplace safety agencies, contractors working on-site and customers
Employee retention	The challenges of retention of good employees in an industry noted for high levels of turnover	-
Employee learning and development	Crown's investment in learning and development and its role in promoting careers for its employees	Potential employees, training organisations, relevant government departments

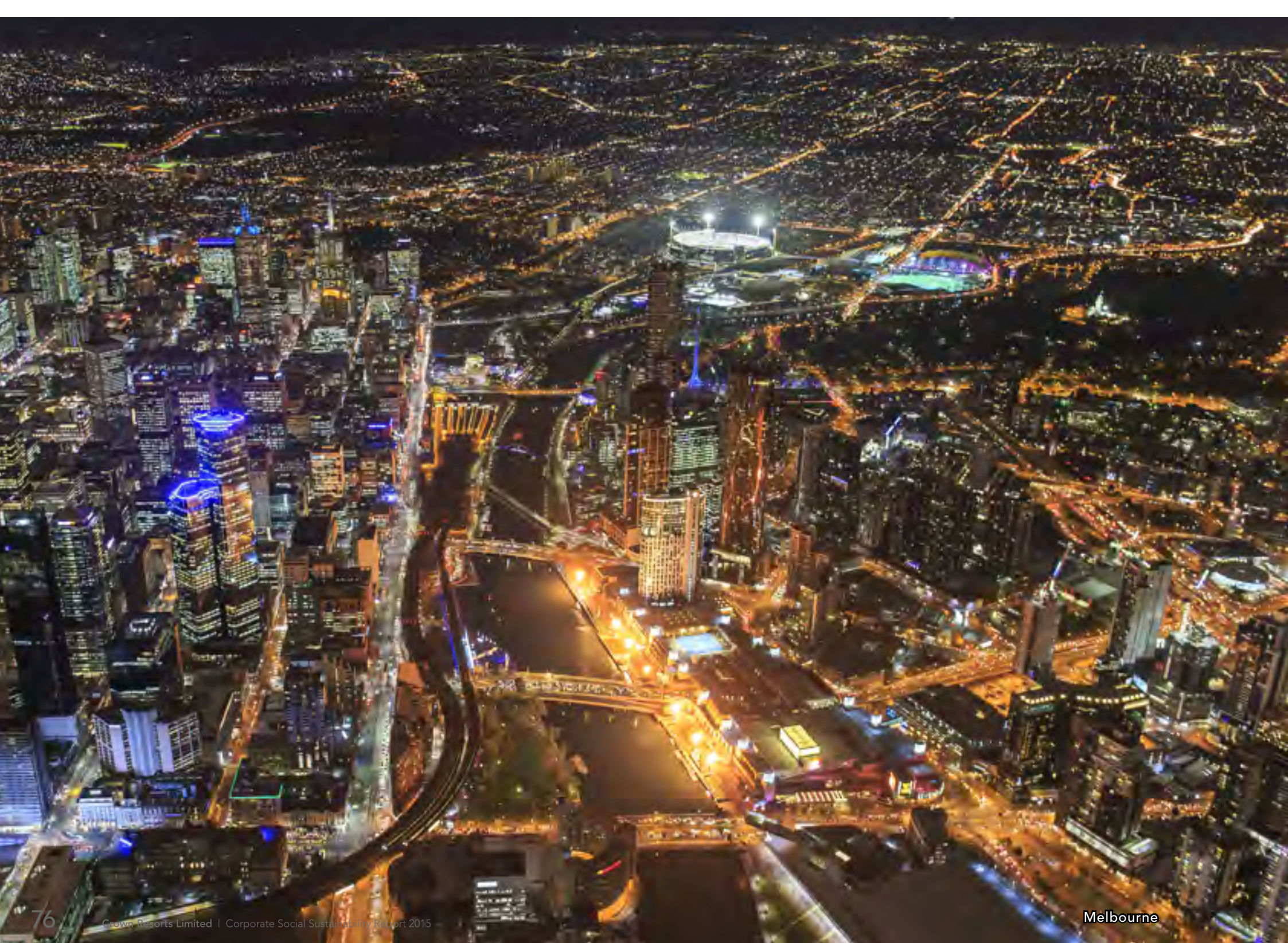
Material Issue	Issue Description	External Impact
Safety/security	Providing for the safety of customers and employees	Customers, law enforcement agencies
Resource use	Crown's efforts to improve efficiency of resource use – energy, water, food and beverages etc.	Customers, contractors, suppliers, environment
Carbon emissions	Efforts to minimise greenhouse gas emissions	Customers, contractors, suppliers, environment
Waste management and reduction	Crown's efforts to recycle, minimise and manage waste	Customers, contractors, suppliers, environment
Supply chain	Opportunities for Crown to work more closely with its supply chain to support CSR outcomes	Suppliers and second tier suppliers
Partnerships	Partnerships with other groups to achieve CSR outcomes	Crown community partners



More information

For information about the Global Reporting Initiative go to www.globalreporting.org

Please see the GRI Content Index section for a complete list of the aspects identified as material under the GRI framework.



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 recognises that an engaged workforce is the key to the delivery of world-class service and is always looking to improve the two-way communication channels.

As well, engagement with customers through feedback and interaction with employees is also critical to ensuring they receive the level of service they expect.

Crown also 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 programs and employee community engagement, and addressing and managing all environment, social and governance risks.

The primary stakeholders with whom Crown engages are:

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

The basis for selection of stakeholders is management judgment based on interaction and feedback from all business groups during the year.

Effective Stakeholder Engagement

Crown seeks to have continuous and effective engagement with all identified stakeholders so that it is able to understand their expectations and identify opportunities to improve its business and the overall experience for customers.

Accountability for stakeholder engagement is shared across the organisation. Specific business units are responsible for engagement with customers, employees, local community organisations, environmental organisations, regulators, business partners, suppliers and shareholders. Therefore, each team manages specific relationships with key stakeholders to identify any areas of concern and ensure that the appropriate action is taken to effectively address them.

Our Reporting and Our Stakeholders

Stakeholder Identified Areas of Interest

Below is a table that demonstrates the type of engagement Crown has with each group as Crown endeavours to identify areas of concern and ensure that Crown is taking the appropriate action to address them.

Stakeholder Group	Engagement Activity	Areas of Interest
Customers	<ul style="list-style-type: none"> ■ Market research – customer experience surveys ■ Customer feedback channels 	<ul style="list-style-type: none"> ■ Positive customer experience (value, quality of service, quality of property etc.) ■ Responsible Service of Gaming ■ Responsible Service of Alcohol ■ Safety and security (physical and data) ■ Privacy ■ Anti-corruption ■ Environmental Sustainability ■ Ethics and Governance
Employees	<ul style="list-style-type: none"> ■ Intranet ■ Employee feedback groups ■ Confidential alert lines ■ Internal social media ■ On-site Union information desks ■ Employee Surveys ■ Meetings and briefings ■ Formal consultation 	<ul style="list-style-type: none"> ■ Diversity (gender, cultural and linguistic, Indigenous and disability) ■ Employee pride and engagement ■ Personal development (learning and career opportunities) ■ Ethics and business conduct ■ Well-being, work life balance ■ Unions ■ Environmental Sustainability
Regulators (State and Federal)	<ul style="list-style-type: none"> ■ Meetings ■ Licence reviews ■ Focus groups ■ Participation in consultation process 	<ul style="list-style-type: none"> ■ Governance, Ethics and Business Conduct ■ Responsible Service of Gaming ■ Responsible Service of Alcohol ■ Safety and security ■ Anti-corruption

Stakeholder Group	Engagement Activity	Areas of Interest
Government	<ul style="list-style-type: none"> ■ Meetings and briefings ■ Participation in consultation process 	<ul style="list-style-type: none"> ■ Tourism development ■ Hospitality sector development ■ Economic impact ■ Urban revitalisation ■ Environmental Sustainability
Business partners, unions and suppliers	<ul style="list-style-type: none"> ■ Regular meetings and briefings ■ Supplier forums ■ Ongoing relationship management ■ Tendering requirements ■ Contractual arrangements 	<ul style="list-style-type: none"> ■ Sustainable supply chain ■ Suppliers and multiplier businesses ■ Ethical conduct ■ Health and safety ■ Employment diversity
Media	<ul style="list-style-type: none"> ■ Meetings and briefings 	<ul style="list-style-type: none"> ■ Ethical conduct ■ Positive economic return ■ Community investment ■ Industry regulation ■ Tourism development
Shareholders	<ul style="list-style-type: none"> ■ Annual General Meeting ■ Investor presentations ■ Analyst briefings ■ Participation in surveys ■ Meetings and briefings 	<ul style="list-style-type: none"> ■ Business performance ■ Transparency and disclosure ■ Governance ■ Ethical conduct ■ Risk management
Local community organisations and environmental organisations	<ul style="list-style-type: none"> ■ Meetings ■ Employee volunteering opportunities ■ Partnership opportunities 	<ul style="list-style-type: none"> ■ Strategic partnerships ■ Strategic donations and sponsorships ■ Environmental protection and resource efficiency ■ Employment opportunities for those marginalised in society

Table 2: Stakeholder Identified Areas of Interest

Performance Data



Crown Perth employees

Our People

Employee Demographics

Note the following for all data provided:

- Crown employees are included as Crown Melbourne employees across all tables and figures (unless specified otherwise)
- Executive Chairman, Executive Deputy Chairman and Non-Executive Directors are excluded from all tables and figures (unless specified otherwise)
- Crown international employees are excluded from all tables and figures (unless specified otherwise)

Permanent Vs Non-Permanent (Contractors) Employees

Property	Contractors	Permanent Employees	Total Workforce
Crown Perth	3,897	7,091	10,988
Crown Melbourne	829	4,727	5,556
Grand Total	4,726	11,818	16,544

Employees by Employment Contract

Emp Status	Casual	Full-Time	Part-Time	Total
Crown				
Melbourne	1,277	3,717	2,097	7,091
Crown Perth	1,081	1,863	1,783	4,727
Total	2,358	5,580	3,880	11,818

Figures exclude non-permanent employees (contractors).

Melbourne Indigenous Employment

Age	Casual	Full-Time	Part-Time	Total
<18	0	0	0	0
18 - 24	16	4	21	41
25 - 34	10	9	6	25
35 - 44	3	4	3	10
45 - 54	0	0	0	0
55 +	0	1	0	1
Total	29	18	30	77

Sex	Casual	Full-Time	Part-Time	Grand Total
Female	12	6	12	30
Male	17	12	18	47
Total	29	18	30	77

Perth Indigenous Employment

Age	Casual	Full-Time	Part-Time	Total
<18	0	0	0	0
18 - 24	5	1	17	23
25 - 34	7	8	6	21
35 - 44	2	2	6	10
45 - 54	4	2	2	8
55 +	0	1	2	3
Total	18	14	33	65

Sex	Casual	Full-Time	Part-Time	Grand Total
Female	11	6	16	33
Male	7	8	17	32
Total	18	14	33	65

Figures exclude non-permanent employees (contractors).

Indigenous Employment Effectiveness

Property	Permanent Employees	Indigeneous	Percentage
Crown Melbourne	7,091	77	1.09%
Crown Perth	4,727	65	1.38%
Total	11,818	142	1.20%

Figures exclude non-permanent employees (contractors).

Indigenous Employee Retention

Property	Hired	Terminated	Retained	Retention Rate
Crown Melbourne	40	12	28	70.00%
Crown Perth	34	11	23	67.65%
Total	74	23	51	68.92%

Employees by Gender

Company	Female	Male	Grand Total
Crown Melbourne	2,864	4,227	7,091
Crown Perth	2,131	2,596	4,727
Total	4,995	6,823	11,818

Figures exclude non-permanent employees (contractors).

Employees by Gender and Employment Contract

Company	Emp Type	Female	Male	Unknown
Crown Melbourne	Casual	580	697	0
	Full-Time	1,332	2,385	0
	Part-Time	952	1,145	0
Crown Melbourne Total		2,864	4,227	0
Crown Perth	Casual	530	551	0
	Full-Time	685	1,178	0
	Part-Time	916	867	0
Crown Perth Total		2,131	2,596	0
Contractors	Casual	1,082	2,591	1,053
Total		6,077	9,414	1,053

Crown Melbourne Permanent Employees by Age

Crown Career Level	<18	18 - 24	25 - 34	35 - 44	45 - 54	55 +	Total
Executive	0	0	0	5	15	1	21
Senior Manager	0	0	33	77	39	11	160
Assistant Manager / Manager	0	5	189	205	81	32	512
Supervisor / Senior Team Member	0	45	416	319	167	55	1,002
Team Member	0	1,383	2,071	1,020	623	299	5,396
Total	0	1,433	2,709	1,626	925	398	7,091

Figures exclude non-permanent employees (contractors).

Crown Perth Permanent Employees by Age

Crown Career Level	<18	18 - 24	25 - 34	35 - 44	45 - 54	55 +	Total
Executive	0	0	0	2	3	1	6
Senior Manager	0	0	6	26	21	7	60
Assistant Manager / Manager	0	5	67	62	51	35	220
Supervisor / Senior Team Member	0	24	226	193	145	106	694
Team Member	4	962	1,398	584	471	328	3,747
Total	4	991	1,697	867	691	477	4,727

Figures exclude non-permanent employees (contractors). EA employees are included within Crown's Career Levels.

Crown does not routinely record information on employee ethnicity. Consequently this information is unable to be reported.

Employee by Gender and Employment Category

	Crown Career Level	Female	Male	Total
Crown Melbourne	Executive	2	19	21
	Senior Manager	41	119	160
	Assistant Manager / Manager	200	312	512
	Supervisor / Senior Team Member	407	595	1,002
	Team Member	2,214	3,182	5,396
	Crown Melbourne Total	2,864	4,227	7,091
Crown Perth	Executive	0	6	6
	Senior Manager	16	44	60
	Assistant Manager / Manager	72	148	220
	Supervisor / Senior Team Member	287	407	694
	Team Member	1,756	1,991	3,747
	Crown Perth Total	2,131	2,596	4,727

Figures exclude non-permanent employees (contractors). EA employees are included within Crown's Career Levels.

Typical Positions within Crown Career Levels

Team Member	Supervisor / Senior Team Member	Assistant Manager / Manager	Senior Manager	Executive
Accounts Payable Officer	Inspector	Assistant Casino Manager - TG	Captain	Executive
Dealer	Chef de Partie	Assistant Restaurant Manager	Casino Manager - TG	Chief Executive
Food & Beverage Attendant	Food & Beverage Supervisor	Pit Boss	Finance Manager	
Waitperson	Sous Chef	Chef de Cuisine	Human Resources Manager	
Cook	Bar Supervisor	Restaurant Manager	Group Category Manager	
Bar Attendant	Cage Supervisor	Service Manager	Food & Beverage Manager	
Security & Services Officer	Responsible Gambling Advisor	Hotel Duty Manager	Executive Sous Chef	
Customer Service Att - GM	Gaming Machines Area Manager	Security Services Manager	Manager Security Operations	
Security Officer	Housekeeping Supervisor	Surveillance Operations Mngr	Executive Chef	
VIP Service Executive	Marketing Executive Gaming	International Sales Manager	Rooms Division Manager	
Host	Restaurant Supervisor	VIP Sales Manager	Commercial Manager	
Administration Assistant	Recruitment Advisor	Bar Manager	VP International Business Ops	
Porter	Bell Services Captain	Sales Manager	Director of Food & Beverage	
Payroll Officer	Front Office Supervisor	Table Games Shift Manager	Senior Table Games Shift Manager	

EA employees are included within Crown's Career Levels

Permanent Employees by Region, Country & City of Operation

Region	Country	City	Total
Asia	China	Beijing	5
		Guangzhou	3
		Hong Kong	11
		Macau	7
		Shanghai	9
	Indonesia	Jakarta	4
	Malaysia	Kuala Lumpur	6
	Singapore	Singapore	7
	Taiwan	Taipei	1
	Thailand	Bangkok	1
Vietnam	Ho Chi Minh City	1	
Australasia	Australia	Melbourne	7,061
		Perth	4,744
	New Zealand	Brisbane	5
		Sydney	8
		Auckland	2
Europe	United Kingdom	London	2
Total			11,877

Figures exclude non-permanent employees (contractors). International employees are included within this table.

Permanent Employees by Region, Country of Operation & Gender

Region	Country	Female	Male	Total
Asia	China	18	17	35
	Indonesia	2	2	4
	Malaysia	2	4	6
	Singapore	3	4	7
	Taiwan	1	0	1
	Thailand	1	0	1
	Vietnam	1	0	1
	Australia	4,995	6,823	11,818
Australasia	New Zealand	1	1	2
Europe	United Kingdom	1	1	2
Total	Total	5,025	6,852	11,877

Figures exclude non-permanent employees (contractors). International employees are included within this table.

Variations in Labour

Month	Crown Melbourne	Crown Perth	Total
Jul-14	6,906	4,836	11,742
Aug-14	6,939	4,823	11,762
Sep-14	7,015	4,760	11,775
Oct-14	7,079	4,750	11,829
Nov-14	7,118	4,783	11,901
Dec-14	7,145	4,796	11,940
Jan-15	7,115	4,762	11,877
Feb-15	7,110	4,721	11,830
Mar-15	7,065	4,738	11,803
Apr-15	7,030	4,783	11,813
May-15	7,061	4,817	11,878
Jun-15	7,053	4,813	11,866
FY15			
Average	7,053	4,782	11,835

Figures exclude non-permanent employees (contractors).
Data represents average headcount per month rolling, not as at end of month.

G4-11 Employees by Collective Bargaining Agreements

Crown Melbourne - Collective Bargaining Agreements

Company	EA Type	Total
Crown Melbourne	Crown Melbourne Ent Agreement	4,872
	Crown Melb Property Services Ent Agreement	96
	TG Area Managers Ent Agreement	312
	Non - EA	1,811
Crown Melbourne Total		7,091

Figures exclude non-permanent employees (contractors).

Crown Perth - Collective Bargaining Agreements

Company	EA Type	Total
Crown Perth	Union Collective Agreement	3,581
	Property Services Agreement	39
	TAB Operators Award	4
	Theatrical Award	204
	Non - EA	899
Crown Perth Total		4,727

Figures exclude non-permanent employees (contractors).

G4-54 Total Remuneration Comparison

Total Employees	Median Value	Highest Paid	Ratio
11,818	\$56,049	\$3,000,000	0.0187

Fixed Pay = Base Salary + Super + Other Benefits (not including bonuses/incentives).

G4-55 Percentage Increase Remuneration Comparison

Crown is currently unable to report this information owing to the current inability of our systems to accurately produce this measure. However, we should note that the organisation's highest paid individual in Australia did not receive an increase in their remuneration in FY15.

G4-LA1 Employee Hires and Turnover by Age Group, Gender and Region

Crown: New Hires

Month	Crown Melbourne	Crown Perth	Total
Jul-14	125	155	280
Aug-14	143	72	215
Sep-14	225	67	292
Oct-14	191	133	324
Nov-14	107	127	234
Dec-14	124	134	258
Jan-15	135	42	177
Feb-15	128	72	200
Mar-15	121	144	265
Apr-15	100	116	216
May-15	112	108	220
Jun-15	141	40	181
Total	1,652	1,210	2,862

Figures exclude non-permanent employees (contractors). Crown does not routinely record information on employee ethnicity. Data excludes multi-hires.

Crown Melbourne: New Hires by Gender

Month	Female	Male	Total
Jul-14	42	83	125
Aug-14	70	73	143
Sep-14	98	127	225
Oct-14	82	109	191
Nov-14	50	57	107
Dec-14	60	64	124
Jan-15	46	89	135
Feb-15	63	65	128
Mar-15	53	68	121
Apr-15	41	59	100
May-15	39	73	112
Jun-15	62	79	141
Total	706	946	1,652

Figures exclude non-permanent employees (contractors). Data excludes multi-hires.

Crown Melbourne: New Hires by Age

Month	Under 18	18 - 24	25 - 34	35 - 44	45 - 54	55+	Total
Jul-14	0	60	46	15	3	1	125
Aug-14	0	65	56	16	5	1	143
Sep-14	0	114	88	15	7	1	225
Oct-14	0	96	57	21	13	4	191
Nov-14	0	50	40	13	1	3	107
Dec-14	0	48	56	13	7	0	124
Jan-15	1	69	47	14	4	0	135
Feb-15	0	66	49	9	3	1	128
Mar-15	1	47	47	16	8	2	121
Apr-15	0	45	37	7	9	2	100
May-15	0	46	43	17	5	1	112
Jun-15	0	63	53	17	7	1	141
Total	2	769	619	173	72	17	1,652

Figures exclude non-permanent employees (contractors). Data excludes multi-hires.

Crown Perth: New Hires by Gender

Month	Female	Male	Total
Jul-14	69	86	155
Aug-14	29	43	72
Sep-14	34	33	67
Oct-14	56	77	133
Nov-14	60	67	127
Dec-14	65	69	134
Jan-15	16	26	42
Feb-15	41	31	72
Mar-15	70	74	144
Apr-15	58	58	116
May-15	49	59	108
Jun-15	20	20	40
Total	567	643	1,210

Figures exclude non-permanent employees (contractors). Data excludes multi-hires.

Crown Perth: New Hires by Age

Month	Under 18	18 - 24	25 - 34	35 - 44	45 - 54	55+	Total
Jul-14	0	80	63	7	4	1	155
Aug-14	0	33	30	7	2	0	72
Sep-14	0	42	18	4	3	0	67
Oct-14	0	68	45	16	2	2	133
Nov-14	0	58	49	13	4	3	127
Dec-14	0	67	46	16	6	0	135
Jan-15	0	16	21	4	0	1	42
Feb-15	2	36	28	2	3	1	72
Mar-15	1	57	65	13	5	3	144
Apr-15	1	60	39	4	12	0	116
May-15	0	56	35	13	3	1	108
Jun-15	0	18	17	4	0	1	40
Total	4	591	456	103	44	13	1,211

Figures exclude non-permanent employees (contractors). Data excludes multi-hires.

Crown: Turnover

Month	Crown Melbourne Term Count	Crown Melbourne Turnover Rate	Crown Perth Term Count	Crown Perth Turnover Rate	Total Termination Count
Jul-14	101	1.45%	108	2.23%	209
Aug-14	100	1.43%	146	3.03%	246
Sep-14	103	1.46%	118	2.48%	221
Oct-14	139	1.95%	87	1.83%	226
Nov-14	93	1.30%	123	2.57%	216
Dec-14	155	2.15%	111	2.31%	266
Jan-15	115	1.60%	110	2.31%	225
Feb-15	162	2.26%	86	1.82%	248
Mar-15	150	2.11%	90	1.90%	240
Apr-15	92	1.30%	80	1.67%	172
May-15	112	1.57%	72	1.49%	184
Jun-15	141	1.98%	156	3.24%	297
Total	1,463	20.58%	1,287	26.92%	2,750

Figures exclude non-permanent employees (contractors). Data excludes multi-hires.

Crown Melbourne: Terminations by Gender

Month	Female	Male	Total
Jul-14	44	57	101
Aug-14	42	58	100
Sep-14	50	53	103
Oct-14	72	67	139
Nov-14	43	50	93
Dec-14	79	76	155
Jan-15	53	62	115
Feb-15	92	70	162
Mar-15	76	74	150
Apr-15	36	56	92
May-15	56	56	112
Jun-15	63	78	141
Total	706	757	1,463

Figures exclude non-permanent employees (contractors). Data excludes 'did not start' terminations, deaths and termination of multi-hires.

Crown Melbourne: Terminations by Age

Month	Under 18	18 - 24	25 - 34	35 - 44	45 - 54	55+	Total
Jul-14	0	33	39	17	8	4	101
Aug-14	0	29	51	15	3	2	100
Sep-14	0	37	36	18	7	5	103
Oct-14	0	69	42	16	9	3	139
Nov-14	0	36	39	9	7	2	93
Dec-14	0	67	60	20	5	3	155
Jan-15	0	45	53	14	2	1	115
Feb-15	0	40	45	31	29	17	162
Mar-15	0	58	66	16	4	6	150
Apr-15	0	34	36	11	4	7	92
May-15	0	33	43	23	8	5	112
Jun-15	0	51	64	18	5	3	141
Total	0	532	574	208	91	58	1,463

Figures exclude non-permanent employees (contractors). Data excludes 'did not start' terminations, deaths and termination of multi-hires.

Crown Perth: Terminations by Gender

Month	Female	Male	Total
Jul-14	55	53	108
Aug-14	81	65	146
Sep-14	58	60	118
Oct-14	47	40	87
Nov-14	51	72	123
Dec-14	58	53	111
Jan-15	52	58	110
Feb-15	45	41	86
Mar-15	43	47	90
Apr-15	34	46	80
May-15	38	34	72
Jun-15	72	84	156
Total	634	653	1,287

Figures exclude non-permanent employees (contractors). Data excludes 'did not start' terminations, deaths and termination of multi-hires.

Crown Perth: Terminations by Age

Month	Under 18	18 - 24	25 - 34	35 - 44	45 - 54	55+	Total
Jul-14	0	43	42	17	3	3	108
Aug-14	0	52	69	14	5	6	146
Sep-14	1	51	49	13	3	1	118
Oct-14	0	30	38	12	7	0	87
Nov-14	0	49	53	14	3	4	123
Dec-14	0	56	42	7	4	2	111
Jan-15	0	39	52	9	5	5	110
Feb-15	0	35	30	15	4	2	86
Mar-15	0	37	34	14	4	1	90
Apr-15	0	34	30	8	5	3	80
May-15	0	24	33	7	5	3	72
Jun-15	0	70	61	15	6	4	156
Total	1	520	533	145	54	34	1,287

Figures exclude non-permanent employees (contractors). Data excludes 'did not start' terminations, deaths and termination of multi-hires.

G4-LA2 Benefits Provided to Full-time Employees

There are no benefits provided to full-time employees that are not provided to temporary or part-time employees at either of the Crown Melbourne or Crown Perth Resorts.

G4-LA3 Return to Work and Retention Rates after Parental Leave by Gender

Parental Leave: Eligibility

Property	Female		Male	
	Eligible	Not Eligible	Eligible	Not Eligible
Crown Melbourne	2,294	570	3,458	769
Crown Perth	1,726	405	2,127	469
Total	4,020	975	5,585	1,238

Parental Leave: Gender

Parental Leave Count	Female	Male	Total
Crown Melbourne	68	1	69
Crown Perth	116	27	143
Total	184	28	212

Figures exclude non-permanent employees (contractors). Data is based on employees who took Parental Leave in FY15.

Return to Work Post Parental Leave

Parental Leave FY14	Crown Perth	Crown Melbourne	Total
Currently on Parental Leave	53	90	143
Parental Leave Non Return	1	5	6
Returned From Parental Leave	15	48	63
Total	69	143	212

Figures exclude non-permanent employees (contractors). Status as at 30/06/2015 of employees who took Parental Leave in FY15.

Retention Rates Post Return from Parental Leave

	Crown Perth	Crown Melbourne	Total
Terminated < 1 Year Post Return	41	91	132
Employed > 1 Year Post Return	3	8	11
Did not Return from Leave	4	5	9
Total	48	104	152

Figures exclude non-permanent employees (contractors). Data based on employees who have returned from Parental Leave within 01/07/2013 to 30/06/2014 (FY14).

G4-LA4 Minimum Notice Periods

The minimum notice typically provided to Crown Melbourne employees and their representatives prior to implementing major change is 1 month (4 weeks). At Crown Perth there is no specific minimum notice period required to be given prior to implementing a major change under either of the two Enterprise Agreements covering Crown Perth employees or the Memorandum of Understanding (MOU) between United Voice WA and Crown Perth. However, the minimum notice typically provided to Crown Perth employees and their representatives prior to implementing a major change is between 4 – 6 weeks.

Consultation regarding major change is detailed in all three Crown Melbourne enterprise agreements, specifying that we will provide for genuine consultation including considering any alternative proposals put forward. The enterprise agreements also allow for opportunities to meet during the 1 month prior to change taking effect, and the sharing of information with affected employees and their representatives.

At Crown Perth, consultation regarding major change is detailed in both of the Enterprise Agreements in operation, as well as under the MOU between United Voice WA and Crown Perth. Crown Perth's obligations under these instruments state that it will provide all relevant information regarding the change in writing to the affected employees and their nominated representative as soon as practicable after making the decision.

G4-LA5 Workforce Representation in OH&S Programs

At Crown Melbourne 2.7% of employees participate in OH&S committees while 0.8% do so at Crown Perth with an overall figure of 1.9% for Crown. They represent 100% of permanent and non-permanent employees in formal joint management-worker health and safety committees.

Occupational Health and Safety

Lost Time Injury Frequency Rate (LTIs per 1 million hours worked)

	FY12	FY13	FY14	FY15
Crown Melbourne	14.5	3.8	4.1	3.5
Crown Perth	3.5	2.3	2.2	2.2

Lost Time Duration Rate (Average Day Lost per LTI)

	FY12	FY13	FY14	FY15
Crown Melbourne	13.5	14.3	11.4	8.8
Crown Perth	9.3	3.1	17.5	11.2

Injury Type Rate by Gender – FY13-FY15

	Female	Male	Female	Male
Sprains and Strains	49.6%	55.8%	1403	1896
Minor Cuts and Abrasions	14.2%	15.8%	401	536
Bruising	16.8%	10.8%	476	366
Burns	7.4%	5.0%	210	171
Other	6.7%	5.4%	190	182
Open Wound (Severe Laceration)	2.1%	3.9%	60	133
Eye Disorders	0.8%	1.3%	23	45
Allergy/Rash	1.4%	0.9%	39	29
Injury to Nerves	1.0%	1.1%	27	38
	100.0%	100.0%	2829	3396

Injury Type Rate by Gender – FY13-FY15

	Crown Melbourne	Crown Perth	Crown Melbourne	Crown Perth
Sprains and Strains	53.9%	42.3%	2984	336
Minor Cuts and Abrasions	14.5%	20.0%	805	159
Bruising	13.4%	16.0%	740	127
Burns	5.8%	8.8%	323	70
Other	5.9%	6.7%	327	53
Open Wound (Severe Laceration)	3.2%	2.4%	179	19
Eye Disorders	1.1%	1.4%	60	11
Allergy/Rash	1.0%	1.9%	56	15
Injury to Nerves	1.1%	0.5%	61	4
	100.0%	100.0%	5535	794

G4-LA7 Workers with High Incidence or High Risk of Diseases

There were no employees with high incidence or high risk of diseases related to any employee at the Crown Melbourne or Crown Perth Resorts.

G4-LA8 Health and Safety Topics Covered in Formal Agreements with Trade Unions

At Crown Melbourne, 2.8% of employees participate in OH&S committees while 0.9% do so in Crown Perth - 1.9% overall for Crown. They represent 100% of permanent and non-permanent employees on formal joint management-worker health and safety committees.

G4-LA9 Average Hours of Training per year per Employee

Training Information System	Property	Hours	Number of Employees	Avg Training Hours Per Employee
PeopleSoft HR	Crown Melbourne	155,356	7,091	21.91
	Crown Perth	32,799	4,727	6.94
BAIMS	Crown Melbourne	0	7,091	0.00
	Crown Perth	73,768	4,727	15.61
Vettrack	Crown Melbourne	119,934	7,091	16.91
	Crown Perth	3,196	4,727	0.68
Total		385,052	7,091	54.30

Breakdown by gender and employee category is not available due to limitations in data collection systems.

Figures exclude non-permanent employees (contractors).

G4-LA11 Performance and Career Development Reviews

100% of permanent employees received a regular performance and career development review during the reporting period. The review systems per employee category are defined in the following tables.

Crown Melbourne

Career Level	Performance Management System - EA Employees	CR PEP Level 1 - Team Member	CR PEP Level 2 - Specialist - Supervisor - Team Leader	CR PEP Level 3 - Senior Specialist - Manager	CR PEP Level 4 - Senior Manager - BOT Member
Executive					
Senior Manager					X
Assistant Manager / Manager				X	
Supervisor / Senior Team Member			X		
Team Member	X	X			
Total	5,280	428	690	512	160

Crown Perth

Career Level	Performance Management System - EA Employees	CR PEP Level 1 - Team Member	CR PEP Level 2 - Specialist - Supervisor - Team Leader	CR PEP Level 3 - Senior Specialist - Manager	CR PEP Level 4 - Senior Manager - BOT Member
Executive					
Senior Manager					X
Assistant Manager / Manager				X	
Supervisor / Senior Team Member			X		
Team Member	X	X			
Total	3,828	216	397	220	60

G4-LA12 – Composition of Governance Bodies

By Age and Gender

Executive Group	Female	Male	Total
<18	0	0	0
18 - 24	0	0	0
25 - 34	0	0	0
35 - 44	0	7	7
45 - 54	2	16	18
55 +	0	2	2
Total	2	25	27

By Minority Groups

Executive Group	Female	Male	Total
Indigenous	0	0	0
Non Indigenous	2	25	27
Total	2	25	27

Figures exclude non-permanent employees (contractors). Crown does not routinely record information on employee ethnicity. Consequently this information is unable to be reported.

G4-LA13 - Ratio of Basic Salary and Remuneration by Gender

Average of Salary (Basic Salary and Remuneration)				
Gender	Casual	Full-Time	Part-Time	Grand Total
Female	\$48,256	\$68,906	\$56,797	\$59,773
Male	\$48,924	\$75,447	\$56,093	\$64,840
Total	\$48,609	\$73,076	\$56,432	\$62,695
Ratio (Female to Male)	0.99	0.91	1.01	0.92

'Fixed Pay' = Base Salary + Super + Other Benefits (not including bonuses/incentives)

G4-HR7 Human Rights Training of Security Personnel

100% of security personnel at the Crown Melbourne and Crown Perth Resorts received formal training in the relevant human rights policies and procedures and their application to security.

Environmental Sustainability

G4-EN1 and EN2 Materials Used and Percentage of Recycled Content

Information not currently collected. Crown aims to commence collecting data in the near future.

G4-EN3 and EN4 Energy Consumption*

Total Energy (GJ)	Crown Melbourne	Crown Perth	Jets	Total
FY11	945,190	229,743	20,605	1,195,538
FY12	896,522	254,720	17,857	1,169,099
FY13	903,776	280,793	18,635	1,203,204
FY14	827,506	271,806	15,689	1,115,001
FY15	682,770	261,835	17,113	961,364
% Change	-17.5	-3.7	9.1	-13.8

Electricity (kWh)	Crown Melbourne	Crown Perth	Total
FY11	103,342,885	45,396,667	148,739,552
FY12	99,756,067	49,718,889	149,474,956
FY13	89,924,678	54,201,279	144,125,957
FY14	85,115,562	53,084,844	138,200,406
FY15	97,702,516	50,491,807	148,184,833
% Change	14.8	-4.9	7.2

Natural Gas (GJ)	Crown Melbourne	Crown Perth	Total
FY11	551,620	63,656	615,276
FY12	518,642	71,543	590,185
FY13	559,945	80,399	640,344
FY14	504,252	78,390	582,642
FY15	312,628	77,033	389,661
% Change	-38.0	-1.7	-33.1

Fuel (GJ)	Crown Melbourne**	Crown Perth**	Jets	Total
FY11	931	2,660	20,608	24,199
FY12	910	4,189	17,848	22,947
FY13	1,259	5,270	18,635	25,164
FY14	1,144	2,304	15,689	19,137
FY15	980	3,028	17,113	21,121
% Change	-14.3	31.4	9.1	10.4

*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. FY11 has been selected as the baseline year due to completion of significant projects in FY10.

**Fuel use above includes Diesel, LPG and Gasoline

G4-EN5 Energy Intensity

The energy intensity metrics used are m² of gross floor area and \$EBITDA.

Total Energy Intensity	Crown Melbourne	Crown Perth	Total (including jets)
FY11	1.822	1.48	1.77
FY12	1.707	1.62	1.71
FY13	1.724	1.74	1.76
FY14	1.580	1.84	1.66
FY15	1.302	1.41	1.35
% Change	-17.6	-23.6	-18.5

Total Energy Intensity (MJ / \$EBITDA)	Crown Melbourne	Crown Perth	Total (including jets)
FY11	1.869	1.18	1.71
FY12	1.756	1.13	1.59
FY13	1.653	1.17	1.53
FY14	1.395	0.86	1.23
FY15	1.059	0.87	1.02
% Change	-24.1	0.7	-17.2

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

G4-EN15 and EN16 Direct Emissions (Scope 1 & 2)

Scope 1 Emissions (tCO ₂ -e)	Crown Melbourne	Crown Perth	Jets	Total
FY11	30,385	3,764	1,435	35,584
FY12	28,690	4,278	1,242	34,210
FY13	30,844	4,833	1,250	36,927
FY14	28,170	4,526	1,052	33,748
FY15	18,323	4,505	1,148	23,976
% Change	-35.0	-0.5	9.1	-29.0

Scope 2 Emissions (tCO ₂ -e)	Crown Melbourne	Crown Perth	Total
FY11	127,112	37,225	164,337
FY12	120,705	39,775	160,480
FY13	107,010	44,445	151,455
FY14	99,585	41,406	140,991
FY15	115,289	38,374	153,652
% Change	15.8	-7.3	9.0

Total Emissions (tCO ₂ -e)	Crown Melbourne	Crown Perth	Jets	Total
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	133,612	42,879	1,148	177,628
% Change	4.6	-6.6	9.1	1.7

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

G4-EN17 Indirect Emissions (Scope 3)

Information not currently collected. Crown aims to commence collecting data in the near future.

G4-EN18 Emissions Intensity

The emissions intensity metrics used are m² of gross floor area and \$EBITDA.

Total Emissions Intensity (tCO ₂ -e / m ²)	Crown Melbourne	Crown Perth	Total (including jets)
FY11	0.304	0.263	0.296
FY12	0.284	0.280	0.285
FY13	0.263	0.305	0.275
FY14	0.244	0.312	0.260
FY15	0.255	0.231	0.250
% Change	4.5	-26.0	-3.9

Total Emissions Intensity (kgCO ₂ -e / \$EBITDA)	Crown Melbourne	Crown Perth	Total (including jets)
FY11	0.311	0.210	0.285
FY12	0.293	0.195	0.264
FY13	0.252	0.205	0.239
FY14	0.215	0.145	0.192
FY15	0.207	0.142	0.188
% Change	-3.7	-2.4	-2.4

G4-EN8 Total Water Withdrawal by Source

Total Water Consumption (kL)	Crown Melbourne	Crown Perth	Total
FY11	676,756	304,141	980,897
FY12	704,552	337,681	1,042,233
FY13	786,857	361,042	1,147,899
FY14	743,101	360,612	1,103,713
FY15	728,887	368,081	1,096,968
% Change	-1.9	2.1	-0.6

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

G4-EN9 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.

G4-EN10 Percentage and Total Volume of Water Recycled and Reused

Information not currently collected. Crown aims to commence collecting data in the near future.

G4-EN22 Total Water Discharge by Quality and Destination¹

F14 Water Discharge (kL)	Crown Melbourne	Crown Perth	Total
Sewer	633,168	N/A ²	707,282
Trade Waste (Cooling Towers)	536	N/A	6,400
Un-scheduled Discharges ³	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. Crown Perth information was not available for the F15 reporting period, however, Crown aims to provide this during the next reporting period.

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

G4-EN23 Total Weight of Waste by Type and Disposal after Method

Waste Category	Crown Melbourne (tonnes)	Crown Perth (tonnes)	Total (tonnes)	Percentage of Total Waste
Waste Streams sent to Landfill				
General Waste	3,952.8	1,185.9	5,138.7	30.7%
Waste Streams Recycled				
Commingled	2095.9	1689.2	3785.1	22.6%
Grease Trap Waste	1229.5	876.5	2106.0	12.6%
Cardboard	796.3	331.8	1128.1	6.7%
Organics	1843.0	1705.7	3548.7	21.2%
Gaming Cards	342.5	297.2	639.7	3.8%
Oil Waste	138.2	86.8	225.1	1.3%
Paper - Secure Document Destruction	17.9	0.0	17.9	0.1%
Secure Paper	19.0	10.8	29.8	0.2%
Paper	30.8	0.0	30.8	0.2%
Polystyrene and Hard Plastics	26.5	0.1	26.6	0.2%
Timber Recycling	28.6	0.0	28.6	0.2%
Metal Recycling	18.0	0.0	18.0	0.1%
E-Waste	4.9	4.1	9.0	0.1%
Cigarettes	1.8	0.0	1.8	0.0%
Fluorescent Tubes and Lamps	1.4	1.7	3.1	0.0%
Uniforms	10.6	10.1	20.7	0.1%
Total Waste Recycled	6,605.0	5,013.9	11,618.8	69.3%

Note all waste streams are removed off-site by dedicated waste management contractors

Total Waste by Weight

Total Waste Generation	Landfill	Recycled	Total	% Recycled
FY11	10,086	6,701	16,787	39.9
FY12	10,234	9,426	19,659	47.9
FY13	10,776	6,117	16,893	36.2
FY14	9,932	7,085	17,016	41.6
FY15	5,139	11,619	16,758	69.3
% Change	-48.3	64.0	-1.5	66.5

All waste streams are removed off-site by dedicated waste management contractors. Data obtained from waste contractor monthly reports and invoices. Information for Crown Melbourne grease interceptor traps disposal was not available, however, efforts will be made to include in the next reporting period.

G4-EN30 Transport

There are a number of vehicles owned and operated by Crown at both the Melbourne and Perth properties that consume fuel onsite. Crown also owns vehicles and jets that are used to transport customers to and from the property. The energy consumed is provided in the table below.

Fuel Type	Crown Melbourne (GJ)	Crown Perth (GJ)	Jets (GJ)	Total (GJ)	Total (t CO2-e)
Gasoline	498	407	N/A	905	62
Diesel	185	2,402	N/A	2,587	180
Liquefied Petroleum Gas	298	218	N/A	516	28
Aviation Fuel	N/A	N/A	17,113*	17,113	1,148
Total	980	3,028	17,113	21,121	1,418

* Energy associated with jets only includes aviation fuel purchased associated with domestic flights.

Economic Contribution

Australian Operations

Year ended 30 June 2015. See Annual report for more information:
<http://www.crownresorts.com.au/investors-media/annual-reports>

	Normalised Result ⁽¹⁾				
	Melbourne \$'000	Perth \$'000	Wagering \$'000	Unallocated \$'000	Total \$'000
Economic value generated (Revenue)	2,233,882	975,304	89,751	19,752	3,318,689
Operating costs	(650,346)	(307,002)	(77,069)	(74,262)	(1,108,679)
Employee wages & benefits	(526,409)	(257,978)	(24,759)	(25,784)	(834,930)
Payments to governments ⁽²⁾	(394,624)	(155,491)	(3,844)	(88,197)	(642,156)
Community investments (Donations)	(422)	(450)	(56)	(5,795)	(6,723)
Interest expense	-	-	-	(132,088)	(132,088)
Payments to providers of capital	(190,505)	(267,463)	(12,840)	(117,379)	(588,187)
Total economic value distributed	(1,762,306)	(988,384)	(118,568)	(443,505)	(3,312,763)
Economic value retained	471,576	(13,080)	(28,817)	(423,753)	5,926

	Actual Result				
	Melbourne \$'000	Perth \$'000	Wagering \$'000	Unallocated \$'000	Total \$'000
Economic value generated (Revenue)	2,306,688	1,049,067	89,751	19,752	3,465,258
Operating costs	(733,561)	(321,736)	(77,069)	(74,262)	(1,206,628)
Employee wages & benefits	(526,409)	(257,978)	(24,759)	(25,784)	(834,930)
Payments to governments ⁽²⁾	(401,648)	(166,858)	(3,844)	(97,265)	(669,615)
Community investments (Donations)	(422)	(450)	(56)	(5,795)	(6,723)
Interest expense	-	-	-	(132,088)	(132,088)
Payments to providers of capital	(190,505)	(267,463)	(12,840)	(117,379)	(588,187)
Total economic value distributed	(1,852,545)	(1,014,485)	(118,568)	(452,573)	(3,438,171)
Economic value retained	454,143	34,582	(28,817)	(432,821)	27,087

(1) Normalised results have been adjusted to exclude the impact of any variance from theoretical win rate on VIP program play.

(2) Includes income tax, gaming tax, payroll tax, land tax, rates and FBT.

Responsible & Ethical Behaviour

G4-SO3 Anti-Corruption Assessment

100% of Crown Melbourne and Crown Perth operations were assessed for risks related to corruption. There were no significant risks identified.

G4-SO4 Communication and Training on Anti-Corruption Policies and Procedures

100% of Crown Melbourne and Crown Perth Employees have been trained in anti-corruption policies and procedures.

G4-SO5 Confirmed Incidents of Corruption and Actions Taken

There were no confirmed incidents of corruption at either of the Crown Melbourne or Crown Perth Resorts.

G4-SO6 Total Value of Political Contributions by Country and Recipient/Beneficiary

Crown Resorts Ltd Group Summary:
Year ended 30 June 2015

Party	Contribution	GST	Total
ALP	49,618	363	49,981
Liberal	96,434	6,200	102,634
National	11,946	-	11,946
TOTAL	157,998	6,563	164,561

G4-PR2 Incidents of Non-compliance of Health and Safety

There were no reported incidences of non-compliance of the health and safety impacts of products and services at the Crown Melbourne and Crown Perth Resorts.

G4-PR8 Customer Privacy

There were no substantiated complaints regarding breaches of customer privacy and losses of customer data at the Crown Melbourne and Crown Perth Resorts.

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G4-46	Risk management	73–74
G4-47	Reviews	73–74
G4-48	Report approval	Not reported
G4-49	Communication process	71–74, 111
G4-50	Critical concerns	Not reported
G4-51	Remuneration policies	74, Annual Report 33, 40, 55–78
G4-52	Process for determining remuneration	Annual Report 33, 40, 55–78
G4-53	Stakeholder consultation in regards to remuneration	Annual Report 33, 40, 55–78
G4-54	Ratio of compensation	83, 94
G4-55	Ratio of percentage change in compensation	83, 94

Aspect / Disclosure	Disclosure Description	Report & Page Ref
ETHICS AND INTEGRITY		
G4-56	Values, principles, standards and norms of behaviour	71–73, Code of Conduct for Directors and Code of Conduct for Employees http://www.crownresorts.com.au/corporate-governance/codes

General Specific Disclosures

Aspect / Disclosure	Disclosure Description	Report & Page Ref	Identified Omission	Reason and Explanation for Omission
ASPECT: ECONOMIC PERFORMANCE				
G4-DMA	Generic disclosures on management approach	6–7, 57–58		
G4-EC1	Direct economic value generated and distributed	99		
ASPECT: INDIRECT ECONOMIC IMPACTS				
G4-DMA	Generic disclosures on management approach	6–7, 57–58		
G4-EC8	Significant indirect economic impacts, including the extent of impacts	57–58		
ASPECT: PROCUREMENT PRACTICES				
G4-DMA	Generic disclosures on management approach	66–67		
F4-EC9	Proportion of spending on local suppliers at significant locations of operation	66–67	The percentage of procurement budget used for local suppliers is not reported.	The information is currently unavailable. Efforts will be made to include in future reports.
ASPECT: MATERIALS				
G4-DMA	Generic disclosures on management approach	63–64		
G4-EN1	Materials used by weight or volume	Not reported	Total weight or volume of non-renewable and renewable materials used.	The information is currently unavailable. Efforts will be made to include in future reports.
G4-EN2	Percentage of materials used that are recycled input materials	Not reported	Percentage of recycled input materials used	The information is currently unavailable. Efforts will be made to include in future reports.
ASPECT: ENERGY				
G4-DMA	Generic disclosures on management approach	59–63		
G4-EN3	Energy consumption within the organization	59–63, 95	Aviation fuel associated with international jet travel has been excluded.	Not required under NGER Act.



Aspect / Disclosure	Disclosure Description	Report & Page Ref	Identified Omission	Reason and Explanation for Omission
G4-EN4	Energy consumption outside of the organization	Not reported	Environmental impact of the domestic and international commercial airline travel undertaken by employees	The information is currently unavailable. Efforts will be made to include in future reports.
G4-EN5	Energy intensity	60, 95		
G4-EN6	Reduction of energy consumption	59–63		
G4-EN7	Reductions in energy requirements of products and services	53, 59–63, 95		
ASPECT: WATER				
G4-DMA	Generic disclosures on management approach	63		
G4-EN8	Total water withdrawal by source	63, 97		
G4-EN9	Water sources significantly affected by withdrawal of water	97		
G4-EN10	Percentage and total volume of water recycled and reused	63, 97	Total volume of water recycled and reused as a percentage of total withdrawal	The information is currently unavailable. Efforts will be made to include in future reports.
ASPECT: EMISSIONS				
G4-DMA	Generic disclosures on management approach	59–63		
G4-EN15	Direct greenhouse gas (GHG) emissions (Scope 1)	96	Aviation fuel associated with international jet travel has been excluded.	Not required under NGER Act.
G4-EN16	Energy indirect greenhouse gas (GHG) emissions (Scope 2)	96		
G4-EN17	Other indirect greenhouse gas (GHG) emissions (Scope 3)	Not reported	Scope 3 emissions from provision of products and services	The information is currently unavailable. Efforts will be made to include in future reports.
G4-EN18	Greenhouse gas (GHG) emissions intensity	96		
G4-EN19	Reduction of greenhouse gas (GHG) emissions	59–63, 96		

Aspect / Disclosure	Disclosure Description	Report & Page Ref	Identified Omission	Reason and Explanation for Omission
ASPECT: EFFLUENTS AND WASTE				
G4-DMA	Generic disclosures on management approach	63–65		
G4-EN22	Total water discharge by quality and destination	97	Total volume of water discharge for Crown Perth was not available for the F14 reporting period	The information is currently unavailable. Efforts will be made to include in future reports.
G4-EN23	Total weight of waste by type and disposal method	98		
ASPECT: PRODUCTS AND SERVICES				
G4-DMA	Generic disclosures on management approach	59–65		
G4-EN27	Extent of impact mitigation of environmental impacts of products and services	59–65		
ASPECT: TRANSPORT				
G4-DMA	Generic disclosures on management approach	59–63		
G4-EN30	Significant environmental impacts of transporting products and members of the workforce	98	Significant environmental impacts of transporting products and the workforce. Aviation fuel associated with international travel energy associated with employee travel have been excluded.	The information is currently unavailable. Efforts will be made to include in future reports.
ASPECT: SUPPLIER ENVIRONMENTAL ASSESSMENT				
G4-DMA	Generic disclosures on management approach	66–67		
G4-EN32	Percentage of new suppliers that were screened using environmental criteria	Not reported		The information is currently unavailable. Efforts will be made to include in future reports.
G4-EN33	Significant actual and potential negative environmental impacts in the supply chain	Not reported		The information is currently unavailable. Efforts will be made to include in future reports.



Aspect / Disclosure	Disclosure Description	Report & Page Ref	Identified Omission	Reason and Explanation for Omission
ASPECT: EMPLOYMENT				
G4-DMA	Generic disclosures on management approach	24–40		
G4-LA1	Total number and rates of new employee hires turnover by age group, gender and region	78–88		
G4-LA2	Benefits provided to full-time employees not provided to temporary or part-time employees	25, 88		
G4-LA3	Return to work and retention rates after parental leave, by gender	88–89		
ASPECT: LABOR/MANAGEMENT RELATIONS				
G4-DMA	Generic disclosures on management approach	37		
G4-LA4	Minimum notice periods regarding operational changes	89	Minimum number of weeks' notice typically provided to employees and their representatives	The information is currently unavailable. Efforts will be made to include in future reports.
ASPECT: OCCUPATIONAL HEALTH AND SAFETY				
G4-DMA	Generic disclosures on management approach	41–42, 46		
G4-LA5	Percentage of total workforce represented in formal joint management-worker health and safety committees	89		
G4-LA6	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism	90–92	All data on this disclosure for independent contractors.	The information is currently unavailable. There are no current plans to commence recording this data.
G4-LA7	Workers with high incidence or high risk of diseases related to their occupation	93		
G4-LA8	Health and safety topics covered in formal agreements with trade unions	93		

Aspect / Disclosure	Disclosure Description	Report & Page Ref	Identified Omission	Reason and Explanation for Omission
ASPECT: TRAINING AND EDUCATION				
G4-DMA	Generic disclosures on management approach	25–29		
G4-LA9	Average hours of training per year per employee by gender, and by employee category	93	Breakdown by gender and employee category	Limitations in data collection systems
G4-LA10	Programs for skills management and lifelong learning	25–29	Transition assistance programs and management of career endings resulting from retirement or termination of employment	The information is currently unavailable. Efforts will be made to include in future reports.
G4-LA11	Percentage of employees receiving regular performance and career development reviews	25–29, 93–94		
ASPECT: DIVERSITY AND EQUAL OPPORTUNITY				
G4-DMA	Generic disclosures on management approach	30–37		
G4-LA12	Composition of governance bodies and breakdown of employees per employee category	94	Employee breakdown by minority groups	Information is not collated by Crown
ASPECT: EQUAL REMUNERATION FOR WOMEN AND MEN				
G4-DMA	Generic disclosures on management approach	35–37		
G4-LA13	Ratio of basic salary and remuneration of women to men by employee category	94		
ASPECT: SUPPLIER ASSESSMENT FOR LABOR PRACTICES				
G4-DMA	Generic disclosures on management approach	66–67		
G4-LA14	Percentage of new suppliers that were screened using labour practices criteria	Not reported		The information is currently unavailable. Efforts will be made to include in future reports.
G4-LA15	Significant actual and potential negative impacts for labour practices in the supply chain	Not reported		The information is currently unavailable. Efforts will be made to include in future reports.



Aspect / Disclosure	Disclosure Description	Report & Page Ref	Identified Omission	Reason and Explanation for Omission
ASPECT: SECURITY PRACTICES				
G4-DMA	Generic disclosures on management approach	46		
G4-HR7	Percentage of security personnel trained in the organization's human rights policies or procedures that are relevant to operations	94		
ASPECT: SUPPLIER HUMAN RIGHTS ASSESSMENT				
G4-DMA	Generic disclosures on management approach	66–67		
G4-HR10	Percentage of new suppliers that were screened using human rights criteria	Not reported		The information is currently unavailable. Efforts will be made to include in future reports.
G4-HR11	Significant actual and potential negative human rights impacts in the supply chain and actions taken	Not reported		The information is currently unavailable. Efforts will be made to include in future reports.
ASPECT: LOCAL COMMUNITIES				
G4-DMA	Generic disclosures on management approach	14–22, 47–52		
G4-SO2	Operations with significant actual and potential negative impacts on local communities	47–52		
ASPECT: ANTI-CORRUPTION				
G4-DMA	Generic disclosures on management approach	71–74		
G4-SO3	Total number and percentage of operations assessed for risks related to corruption	100		
G4-SO4	Communication and training on anti-corruption policies and procedures	71–72, 100	Percentage of business partners trained.	The information is currently unavailable. Efforts will be made to include in future reports.
G4-SO5	Confirmed incidents of corruption and actions taken	100		

Aspect / Disclosure	Disclosure Description	Report & Page Ref	Identified Omission	Reason and Explanation for Omission
ASPECT: PUBLIC POLICY				
G4-DMA	Generic disclosures on management approach	71–73		
G4-SO6	Total value of political contributions by country and recipient/beneficiary	100		
ASPECT: SUPPLIER ASSESSMENT FOR IMPACTS ON SOCIETY				
G4-DMA	Generic disclosures on management approach	66–67		
G4-SO9	Percentage of new suppliers that were screened using criteria for impacts on society	Not reported		The information is currently unavailable. Efforts will be made to include in future reports.
G4-SO10	Significant actual and potential negative impacts on society in the supply chain and actions taken	Not reported		The information is currently unavailable. Efforts will be made to include in future reports.
ASPECT: CUSTOMER HEALTH AND SAFETY				
G4-DMA	Generic disclosures on management approach	46		
G4-PR2	Total number of incidents of non-compliance with regulations and voluntary codes	100		
ASPECT: CUSTOMER PRIVACY				
G4-DMA	Generic disclosures on management approach	46		
G4-PR8	Total number of substantiated complaints regarding breaches of customer privacy	100		

About Crown



Crown Resorts Limited (Crown) is one of Australia's largest entertainment and resort groups. Crown is a public company listed on the Australian Stock Exchange. Crown wholly owns and operates two of Australia's leading integrated resorts, Crown Melbourne and Crown Perth.

In financial year 2015, Crown's Australian resorts attracted over 28 million visits. Crown's resorts are renowned globally, particularly in Asia, 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 over 2,300 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 its Melbourne and Perth resorts employing more than 15,000 people. Additionally, studies have estimated that Crown's direct and indirect full time employment impact is up to 26,000 people in the Australian economy.

Over one-third of Crown's revenue in financial year 2014 was estimated to be generated from international visitors. The majority of this revenue is from Asian visitors – predominantly Chinese. This makes Crown one of the most significant international tourism operators in Australia, with a particular focus on tourism from Asia.

Crown also has a number of international sales offices which it uses to market its properties.



Crown's registered office and principal corporate office:

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We welcome your feedback on this report.
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