

CROWN SYDNEY HOTEL RESORT



CROWN

VOLUME 1C – ATTACHMENTS TO
THE PROJECT SUBMISSION

JUNE 2013

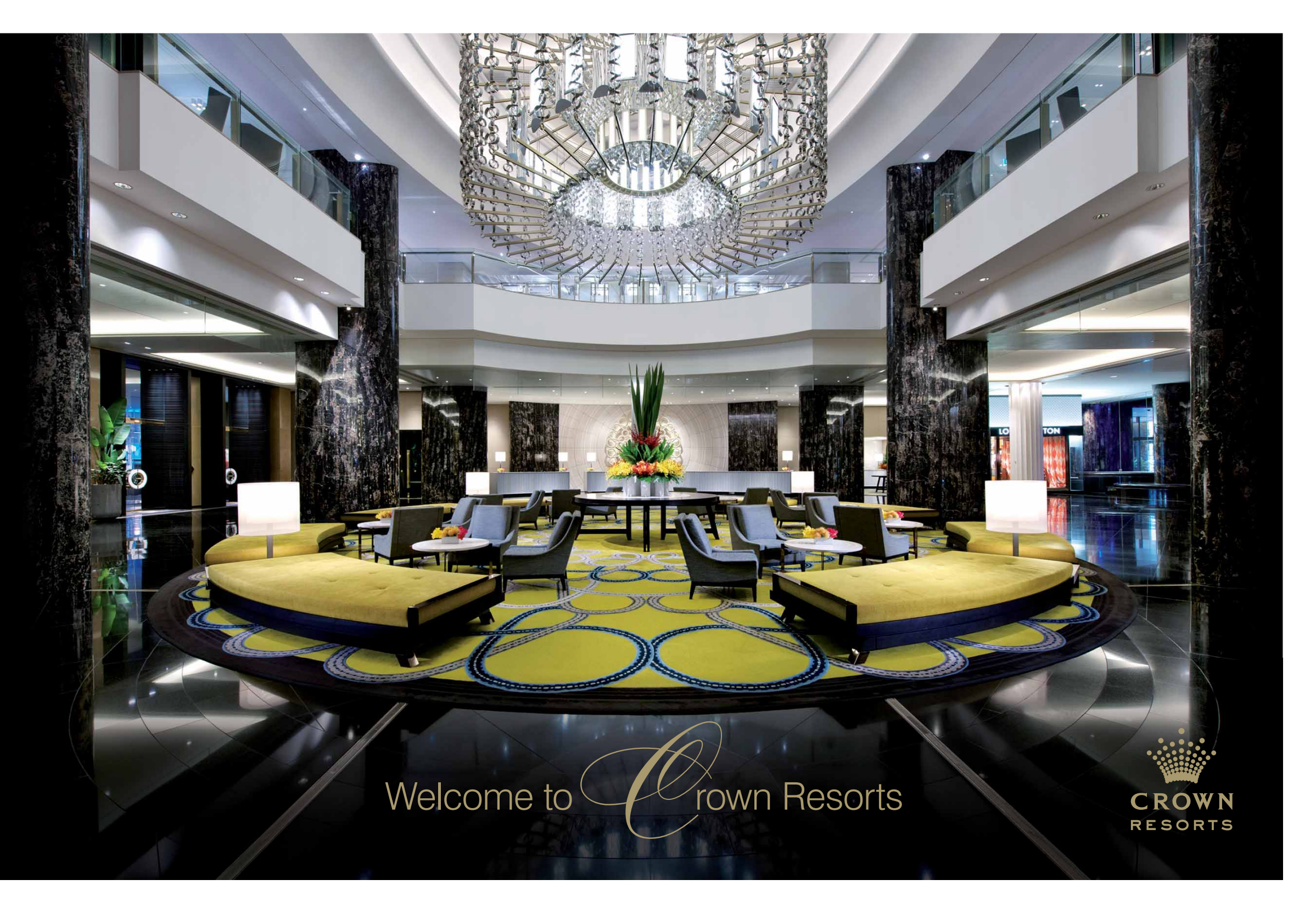


INDEX

VOLUME 1C—ATTACHMENTS TO THE PROJECT SUBMISSION

Crown Resorts Corporate Profile (December 2012)

Crown Reconciliation Action Plan



Welcome to *C*rown Resorts



Crown's resorts make a significant contribution to Australia's economy through jobs, training and investment in quality tourism infrastructure. Crown is a proud Australian company, working to make sure our country remains a first-class tourist destination for today and the future.



A stylized, handwritten signature in gold ink.

James Packer
Chairman, Crown Limited





*C*rown prides itself
on delivering
world-class
tourist attractions
and exceptional
service

About Crown

Economy

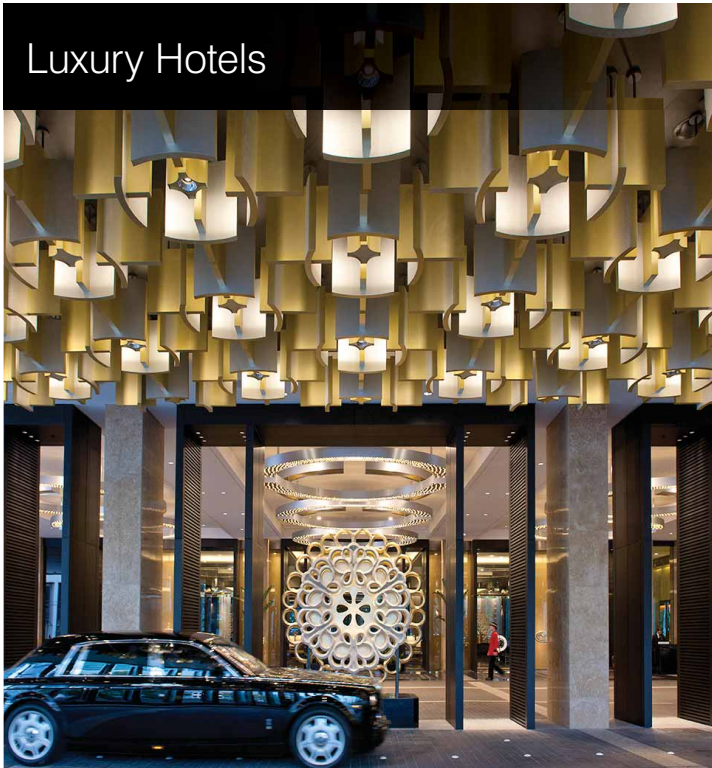
Investment

Employment

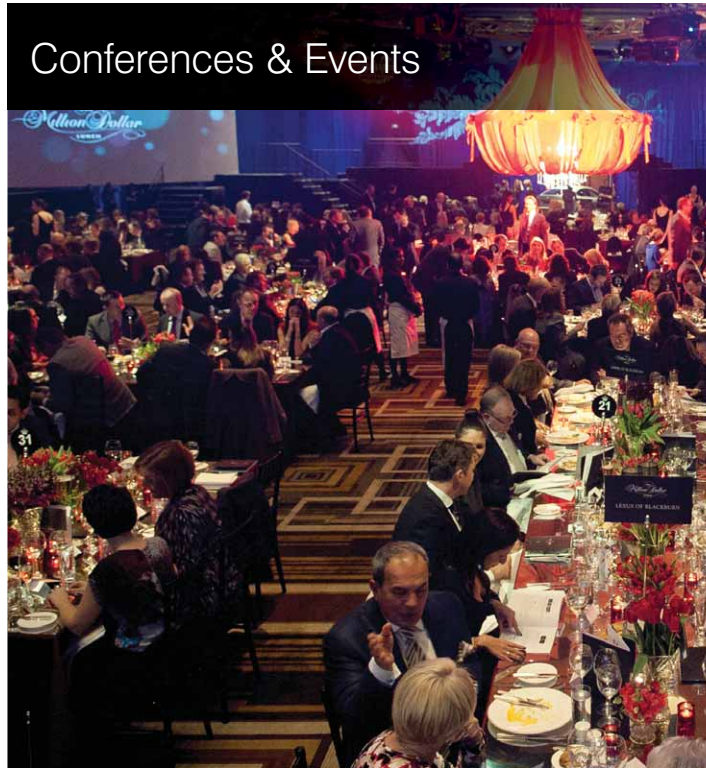
Training

Indigenous
Recruitment

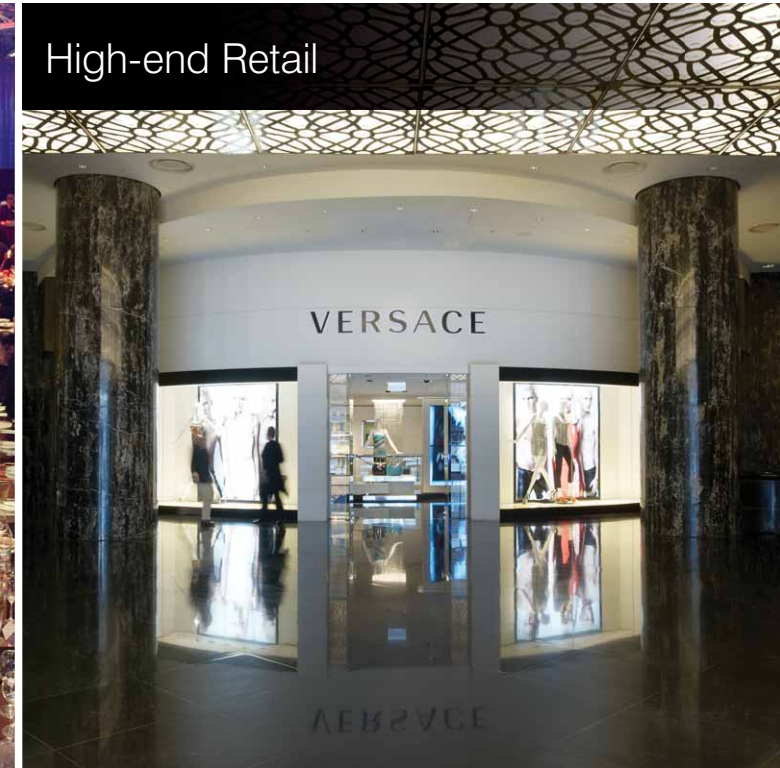
Luxury Hotels



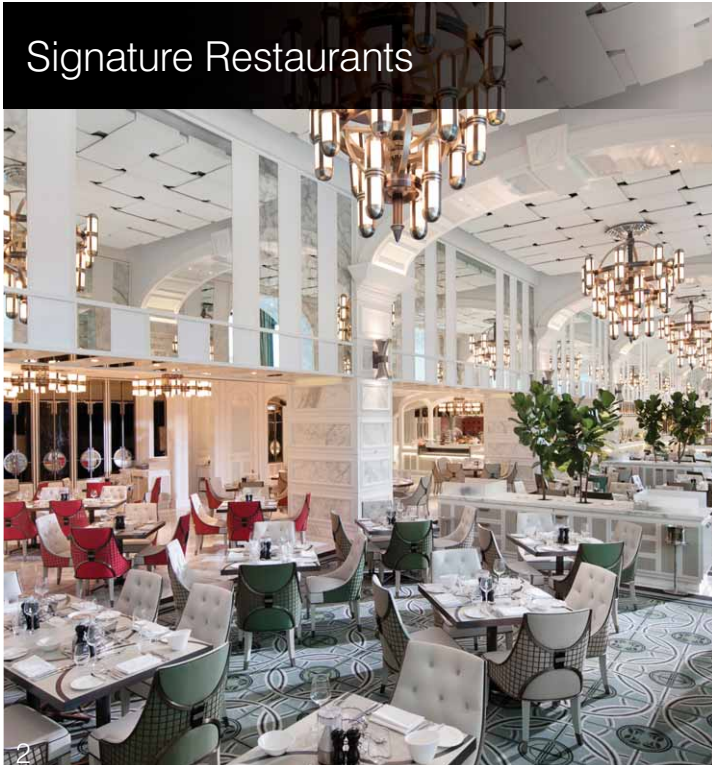
Conferences & Events



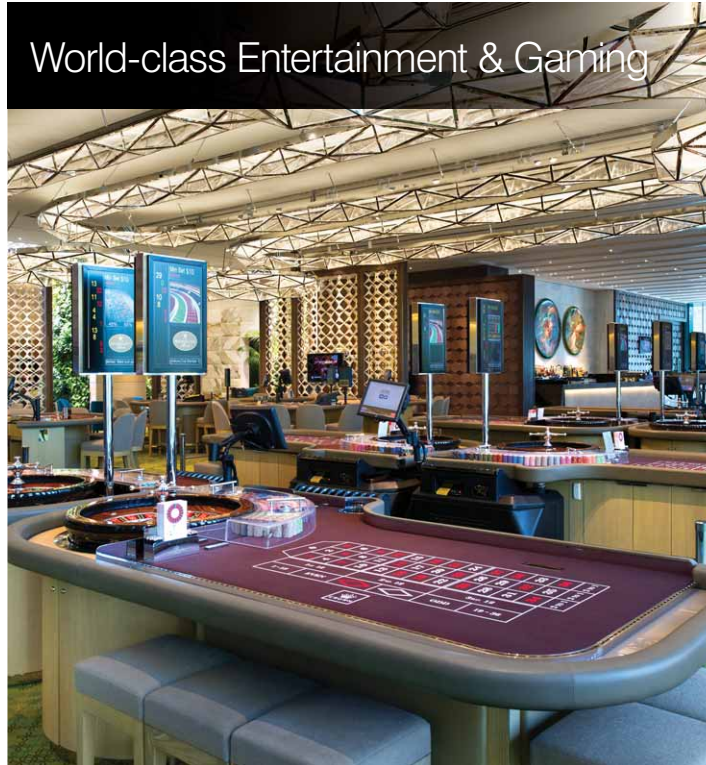
High-end Retail



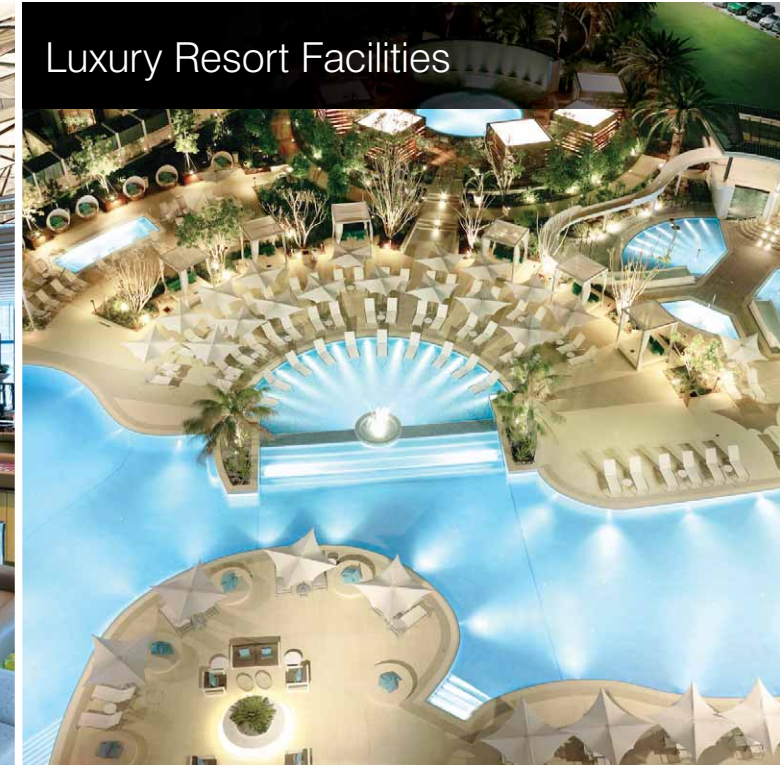
Signature Restaurants



World-class Entertainment & Gaming



Luxury Resort Facilities



About Crown Resorts

25 million
visitors every year

68 thousand
visitors every day

Crown is a leading provider of world-class luxury resorts and entertainment facilities, with properties and investments in Melbourne, Perth, Macau and London.

Crown's resorts are renowned globally, particularly in Asia, for their focus on luxury accommodation, quality dining and shopping experiences and world-class gaming and entertainment facilities.

Australia

Crown wholly-owns and operates resorts in Melbourne and Perth. Crown's Australian resorts welcome over 25 million visitors every year.

- Crown Melbourne: 1,603 hotel rooms, casino, meeting and conference facilities, more than 70 restaurants, food outlets and bars, 45 retail outlets, 900 seat showroom and 1,500 seat ballroom.
- Crown Perth: 686 hotel rooms, 27 restaurants and bars, nightclub, casino, 2,300 seat theatre and convention centre.

London

Crown wholly-owns and operates the Aspinall's Club, a high-end casino in Mayfair, London.

Macau

Crown holds a 33.6% (June 2012) equity interest in Melco Crown Entertainment, one of Macau's major integrated resort operators.

Crown Towers Melbourne
– Voted Australia Best Large Luxury Hotel for 2012 by Gourmet Traveller



Contribution to Australia's Economy



\$2.1 billion

Annual contribution to the Victorian economy

\$800 million

Annual contribution to the Western Australian economy

Crown makes a significant contribution to the economy by attracting millions of visitors to our resorts and employing thousands of Australians

Economic Contribution

Crown Melbourne's estimated contribution to the Victorian economy – \$2.1 billion per annum of value-added.**

Crown Perth's estimated contribution to the WA economy – \$800 million per annum of value-added.**

Tax Contribution

Taxes attributable to Crown's Australian resorts for FY12* were \$760 million (which is greater than Crown Groups overall normalised NPAT in FY12 which was \$415 million).

Revenue from International Visitors

More than \$1 billion of Crown's \$2.8 billion revenue in FY12 (approximately 37%) is estimated to be generated from international visitors.

* Reflects local rates and levies, state gambling, land and payroll taxes, levies and licence fees, federal GST, PAYG, FBT and corporate income tax for Crown Melbourne and Crown Perth only. ** KPMG modelling 2012

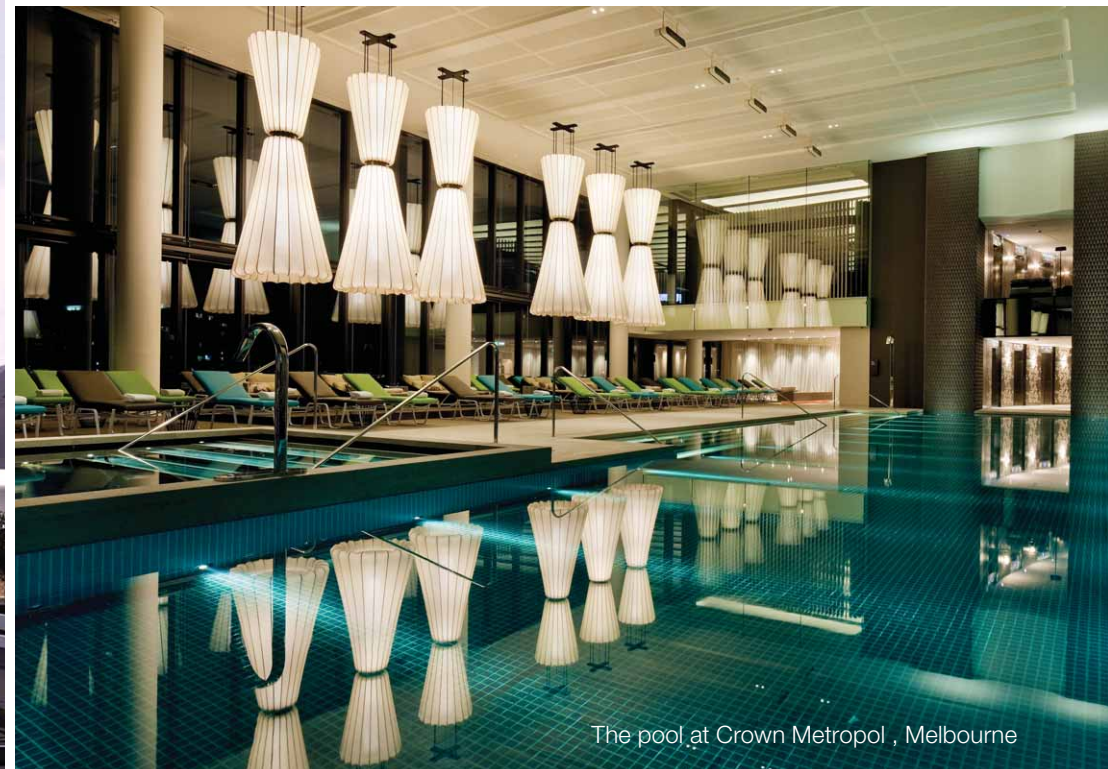
Crown Towers Perth – arriving 2016



6



Infinity Sky Gaming Salon – Crown Perth



The pool at Crown Metropole , Melbourne

Investing \$2.8 billion in tourism infrastructure

\$2.8 billion

Crown's investment
in its Australian resorts
FY08 to FY15

Australia's largest investment in tourist attractions

Crown is investing over \$2.8 billion in its Melbourne and Perth resorts (FY08-FY15). This includes a \$568 million investment for the construction of Crown Towers Perth, a new world-class six-star hotel.

On completion of this capital spend, Crown will have created two of Australia's premium tourism assets and further enhanced Crown's position as one of the leading integrated resorts operators in the region.

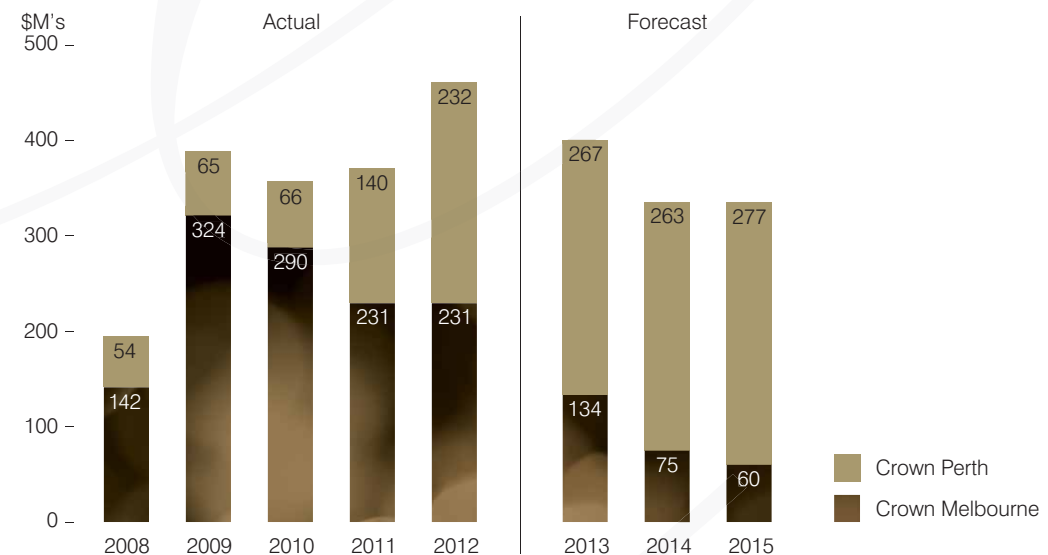
Building Perth's first six-star hotel

- 500 luxury rooms
- Resort and convention facilities
- Restaurants and bars
- Australia's best resort swimming pool/spa facilities
- \$568 million investment
- 700 jobs during construction
- 500 jobs once operational

\$568 million

Investment to build a new
luxury hotel in Perth

Crown's investment in its Melbourne and Perth resorts



Investment

Employment

Training

Indigenous
Recruitment



Employing thousands of Australians

8,850

people employed
at Crown Melbourne

5,550

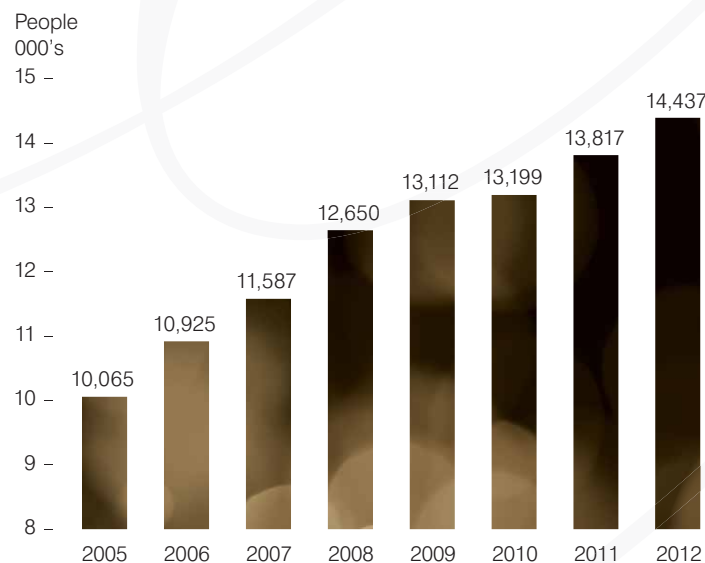
people employed
at Crown Perth

Crown Melbourne is the largest single-site private sector employer in Australia

Crown Perth is the largest single-site private sector employer in Western Australia

Employment at Crown Melbourne and Crown Perth has increased from 10,065 in 2005 to 14,437 in 2012

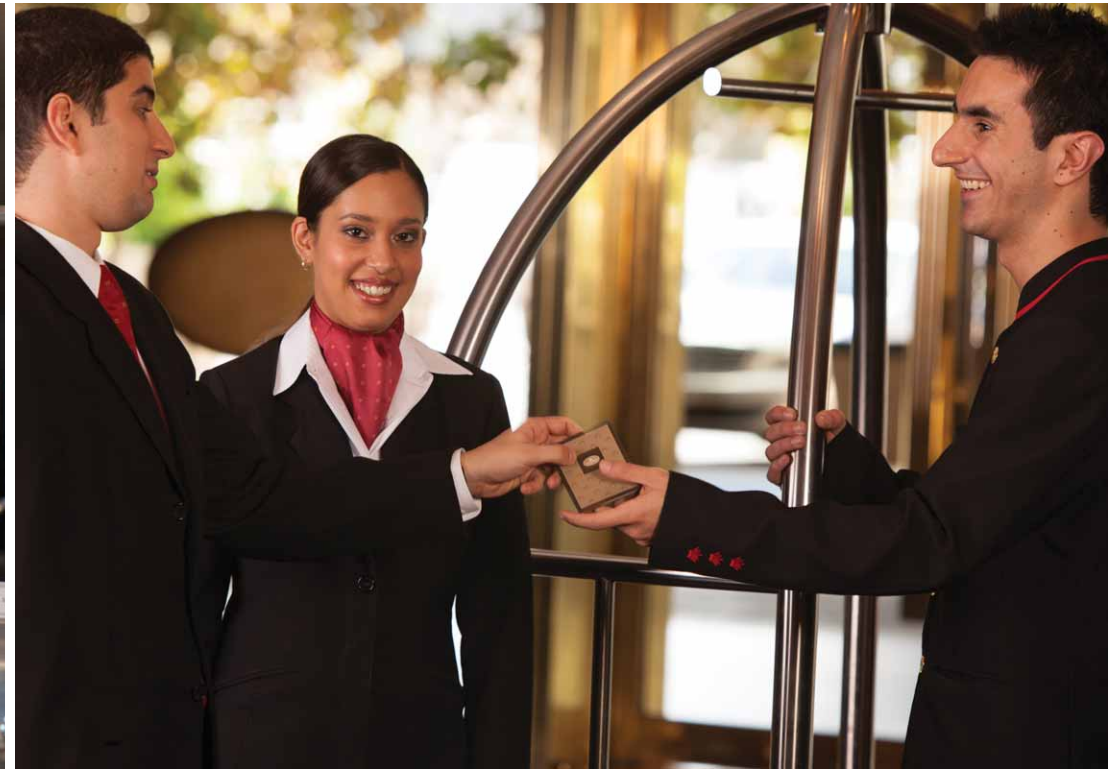
People employed at Crown's Melbourne and Perth resorts



Employment

Training

Indigenous
Recruitment



Investing in our people

\$10_{million}

purpose-build training facility
(Crown College)

Recipient of the Victorian
Government Employer
Award 2012



Our staff are our most valuable asset

Crown has an outstanding record in staff training at both its Melbourne and Perth resorts.

Crown Melbourne has developed a purpose built \$10 million dollar training facility, which has trained over 10,000 employees in the last 13 years. Currently, more than 1,000 employees, are obtaining an accredited qualification.

Crown has also graduated over 4,300 apprentices and trainees.

4,300

apprentices and trainees have
graduated from Crown College

Recipient of the Victorian
Government 2010 Employer
of the Year Award



Recipient of the Australian
Government 2010 Employer
of the Year Award



A major employer of young Australians

Crown is a major employer of young people entering the workforce. Training and Accreditation from Crown can give young people a passport to the world's hospitality industry.

Recipient of major training awards

Crown has been the recipient of numerous Industry, State and Federal Government awards for employment, training and diversity including the Victorian Employer Award for Apprentice Development 2012.



A leader in Indigenous employment

2,000 job opportunities for Indigenous Australians by 2021

Crown has been a leader in the Indigenous employment sector and its Indigenous Employment Strategy is considered a best practice model. Crown has received major Industry, State and Federal Government awards for its Indigenous employment programs, most recently being recognised with the 2012 Australian Business Award for Community Contribution in its industry classification.

Recipient of the
Australian Business Award
2012



Recipient of the
Diversity Award for 2011
from Fairfax Media



Recipient of
The Wurreker Award
2011



"Crown Limited's Aboriginal Employment & Business Strategy is based around principles of sustainable employment, broadened workforce diversity, increased cultural awareness among employees, enhanced community and network relationships. Their recruitment practices are based on understanding Aboriginal traditions and preferences and include employing Aboriginal Employment Coordinators, specialist Aboriginal recruitment training for recruitment staff and managers, plus establishing a presence in Aboriginal communities."

Source: 2012 Australian Business Awards



Attracting millions of visitors



Our goal is to make Crown Resorts a leading global luxury brand which continues to attract millions of visitors

Crown's future plans

Crown Sydney Hotel Resort Proposal

- Sydney's first six-star hotel resort
- Over 350 hotel rooms, signature restaurants and luxury spa and pool
- VIP only gaming facilities*
- 650 new on-site construction jobs
- 1,400 new jobs once operational
- Estimated to contribute \$400m annually to the NSW economy**.

Macau

Melco Crown is currently building Studio City, a new integrated resort on the Cotai Strip in Macau. Melco Crown has a 60% interest in Studio City.

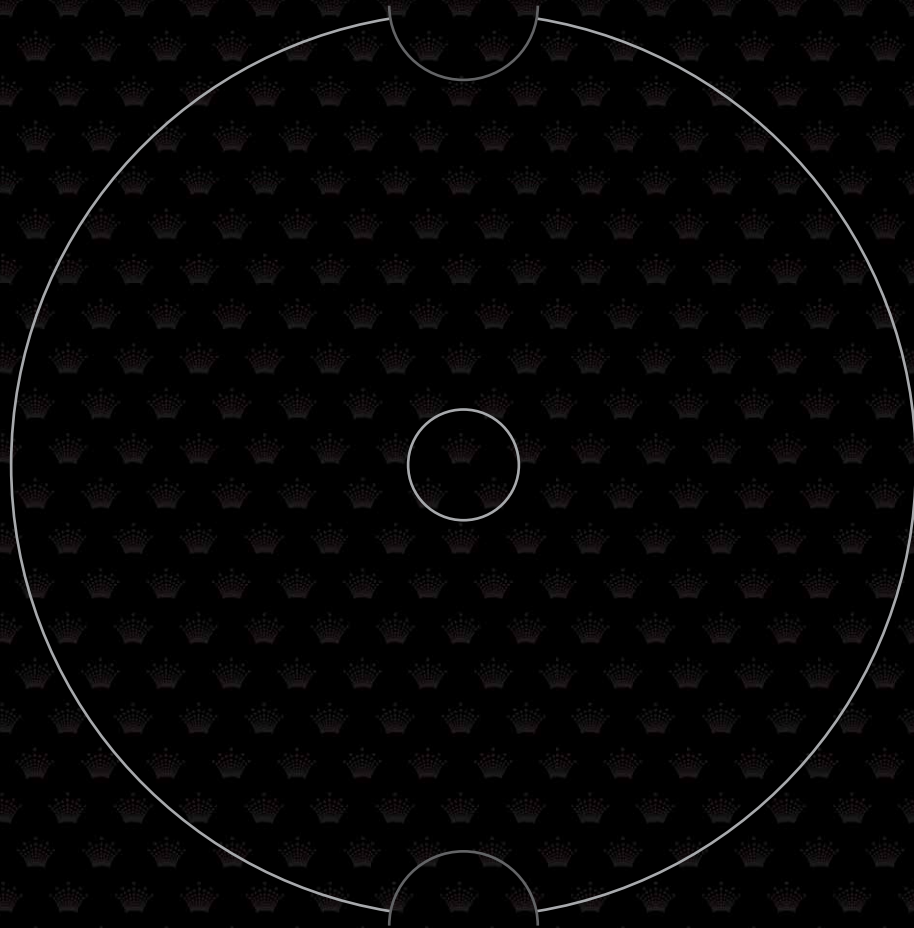
Philippines

Melco Crown is participating in a joint venture in the Philippines to develop a premium casino resort.





Making Crown Resorts a Leading Global Luxury Brand



Crown Limited Registered Office
Level 3, Crown Towers, 8 Whiteman Street, Southbank Victoria 3006
Telephone: +61 3 9292 8888



CROWN
RESORTS

learnmoreaboutcrown.com



CROWN RESORTS Reconciliation Action Plan



CROWN RESORTS RECONCILIATION COVER ARTWORK CONCEPT

Our journey begins from the blue dotted circle on the lower right hand side of the page. Wagul the Rainbow Serpent, the creation spirit, forms and moulds the landscape, creating rivers, lakes, harbours, mountains, hills and all of the other natural formations.

As the journey progresses we see individuals coming into the Crown family, we see them grow and progress. They are being trained, developed and mentored along every step of their journey.

Through Crown's training facilities and the opportunities at Crown, these employees, team members and family are helped to blossom within their chosen fields and empowered to establish a holistic and harmonious work and life environment.

ACKNOWLEDGING OUR COUNTRY

Crown acknowledges the Traditional Owners of the land on which our resorts are located where we gather as employees, as friends and as families. We pay our respect to all of the Aboriginal and Torres Strait Islander nations who have contributed to and continue to contribute to our identity. We take pride in paying our respect to our Elders past and present.



OUR VISION FOR RECONCILIATION



Almost five years ago, Crown committed as an organisation to provide real and sustainable employment for Aboriginal and Torres Strait Islander people. Crown was the very first employer to sign the Australian Employment Covenant (AEC) and we have worked extremely hard to meet our commitments and establish a culture change.

Crown has developed Indigenous Employment Programs at each of our Australian resorts, in Melbourne and Perth. These Programs are not just about giving someone a job, it's about setting Aboriginal and Torres Strait Islander employees up for success within the wider Crown family.

Crown provides our Aboriginal and Torres Strait Islander employees with personal support for every step of their employment journey. This support starts during recruitment and involves community engagement, extensive mentoring and ongoing career development.

Reconciliation is something we care strongly about at Crown and the next step is the publication of our first Reconciliation Action Plan (RAP). The RAP formalises the work we are undertaking, provides a road map for future programs and gives all of our employees an understanding of what Crown stands for and our priorities.

As an organisation we believe the best way for us to help close the gap is through employment and education. The enclosed RAP highlights this commitment.

I am proud of our efforts so far, but recognise there is so much more we can be doing. I thank our employees and Reconciliation Australia for developing this RAP and commit Crown to meeting the obligations and targets we have set ourselves.

James Packer
Executive Chairman



THE CROWN RESORTS RECONCILIATION ACTION PLAN

The theme of the Crown Resorts' Reconciliation Action Plan (RAP) is simple: to provide long-term, sustainable employment opportunities for Aboriginal and Torres Strait Islander people. As one of Australia's major private sector employers, with more than 11,300 of our employees working at our two resorts in Melbourne and Perth, we understand the importance of recruiting, developing and retaining quality employees.

We are committed to understanding the challenges faced by our Aboriginal and Torres Strait Islander employees and assisting them to overcome these challenges, in doing so setting them up for a successful career within our business. As a multi-cultural organisation, we are also focused on promoting cultural awareness, acceptance and respect between employees.

Crown is not only a key employer in Australia, but our two world-class integrated resorts are among Australia's most visited tourist attractions. It is our goal to use our influence in the market to lead other Australian organisations to make commitments to *Closing the Gap* in Aboriginal and Torres Strait Islander disadvantage.

Rowen Craigie

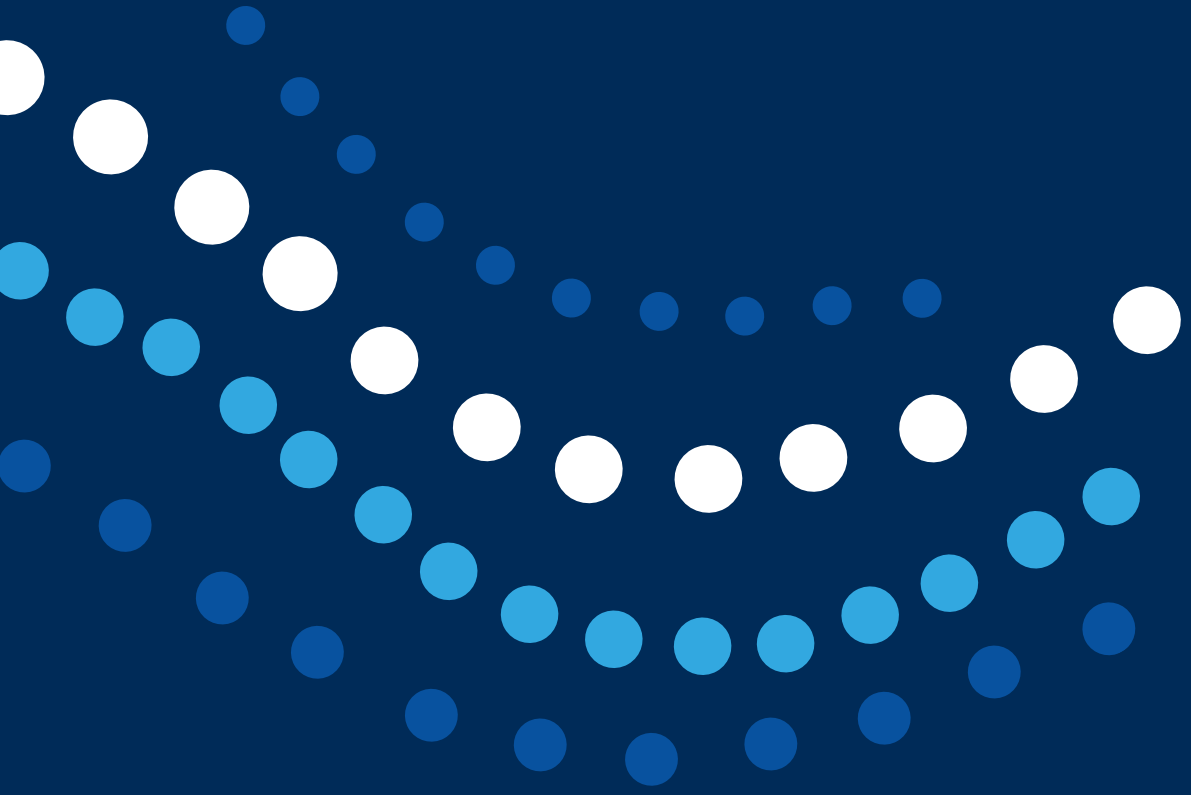
Rowen Craigie
Chief Executive Officer

RECONCILIATION AUSTRALIA

Reconciliation Australia congratulates Crown on the release of their first Reconciliation Action Plan (RAP). By committing to the RAP program, Crown is one of over 300 organisations that are dedicated to turning their good intentions into mutually beneficial actions that align to core business objectives.

The 2012 RAP Impact Measurement Report shows that, by investing in RAP related activities, Crown will contribute to an approach that works in achieving reconciliation in Australia. In particular, the report highlighted that people in RAP organisations have significantly more contact with Aboriginal and Torres Strait Islander people, are less prejudiced than the general population and are more likely to take action to support reconciliation.





I applaud Crown for putting a strong emphasis on building internal and external relationships during their first RAP as this will provide the right foundations for success into the future. Crown's commitment to building relationships and understanding between their Aboriginal and Torres Strait Islander and non-Indigenous employees will support the organisation's diversity, and further create a culture that not only embraces this diversity but also benefits from it.

Crown has had an extensive Indigenous Employment Strategy in place for a number of years, and through their RAP, will also build opportunities for Aboriginal and Torres Strait Islander businesses to enter their supply chain. This is an exciting area for Crown to explore given its resorts are some of the largest tourist destinations in Australia.

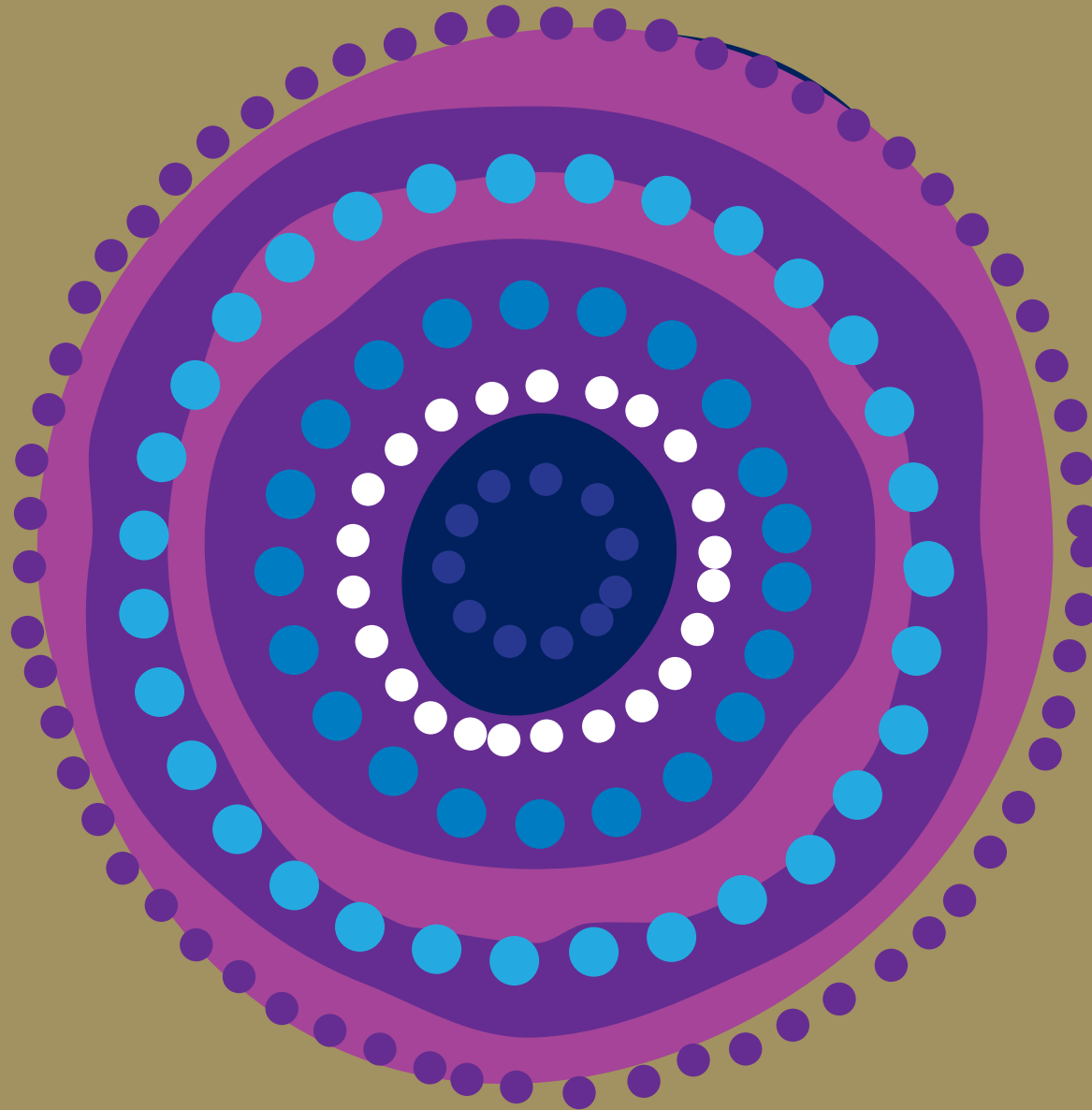
Reconciliation Australia thanks Crown for its commitment and contributions to reconciliation and on behalf of the organisation, I wish you well for the year ahead.



A handwritten signature in white ink, reading "Leah Armstrong".

Leah Armstrong
Chief Executive Officer
Reconciliation Australia

RECONCILIATION



ACTION PLAN

RELATIONSHIPS

One of the key ingredients in the *Closing the Gap* strategy is building and strengthening the relationships between Aboriginal and Torres Strait Islander and non-Indigenous Australians. Here at Crown, people are our business, whether they are employees, customers, contractors or suppliers. We are committed to nurturing relationships at all levels, to continue to improve understanding of the challenges faced by Aboriginal and Torres Strait Islander people and encourage support of all cultures and backgrounds.

ACTION	MEASURABLE GOALS	RESPONSIBILITY	TIMELINE
Build relationships and understanding between Aboriginal and Torres Strait Islander and non-Indigenous employees	<ul style="list-style-type: none"> Conduct six opportunities (in alignment with the traditional seasons of the Noongar people) for Aboriginal and Torres Strait Islander and non-Indigenous employees to network throughout the year Develop an employee co-mentoring or "buddy" program within Crown Increase the presence of Indigenous Employment Program in major internal communication channels Provide opportunities for Aboriginal and Torres Strait Islander employees to socialise, establishing a supportive internal community Celebrate National Reconciliation Week as an opportunity to educate and build relationships between our Aboriginal and Torres Strait Islanders and non-Indigenous employees 	<ul style="list-style-type: none"> General Manager Human Resources/General Manager Organisational Development Human Resources Indigenous Employment Program Manager 	August 2014
Create a RAP Steering Committee at each of Crown's Australian resorts	<ul style="list-style-type: none"> Conduct one meeting per quarter to discuss RAP strategic goals and progress 	<ul style="list-style-type: none"> General Manager Human Resources/General Manager Organisational Development 	Quarterly
Participate and build a strong presence in the Aboriginal and Torres Strait Islander community	<ul style="list-style-type: none"> Support significant cultural events and community ceremonies Provide opportunities for employee placements within Aboriginal and Torres Strait Islander organisations to share knowledge between the businesses Engage and consult with other organisations and communities to share the knowledge and experience of our reconciliation journey 	<ul style="list-style-type: none"> Crown Executive Team General Manager Human Resources/General Manager Organisational Development General Manager Public Relations Indigenous Employment Program Manager 	August 2014

RESPECT

At Crown, our employees originate from over 50 different cultures and speak almost 100 different languages. Cultural diversity isn't just accepted at Crown, it's a way of life. Through our Reconciliation Action Plan, we aim to increase understanding and respect of Aboriginal and Torres Strait Islander cultures, both internally and externally. We will further empower our Aboriginal and Torres Strait Islander employees to share their cultural pride with their peers and the wider community.

ACTION

Develop and implement a reconciliation event strategy to include recognition and celebration of significant cultural and community events

Revise the employee rewards program, to recognise individuals who contribute to Aboriginal and Torres Strait Islander employment

Develop and implement a protocol for 'Welcome to Country' and 'Acknowledgement of Country', as appropriate for corporate and employee events

Promote reconciliation by demonstrating cross-cultural understanding through employee education

MEASURABLE GOALS

- Establish a committee responsible for organising events and activities around Crown, which promote and celebrate Aboriginal and Torres Strait Islander culture
- Develop and publish an annual community events calendar for employees
- Recognise and celebrate significant Aboriginal and Torres Strait Islander events and culture, such as NAIDOC, Sorry Day and Harmony Week

- Develop and implement excellence awards to recognise Aboriginal and Torres Strait Islander and non-Indigenous employees who have made a significant contribution to the Crown Resorts RAP and/or to the community
- Recognise and celebrate Aboriginal and Torres Strait Islander employee milestones

- Formalise protocols which recognise the Traditional Owners on which our resorts are located
- Incorporate protocols into major internal communication channels
- Produce a cultural protocols information pack, available to customers and employees

- Incorporate an introduction to the Indigenous Employment Program into employee induction
- Develop a cultural learning program for employees
- Develop promotional materials, which can be used internally and externally to introduce the Indigenous Employment Program

RESPONSIBILITY

- Indigenous Employment Program Manager
- Human Resources

- General Manager Human Resources/General Manager Organisational Development

- Indigenous Employment Program Manager
- General Manager Public Relations

- General Manager Human Resources/General Manager Organisational Development
- Learning & Development

TIMELINE

April 2013

March 2014

June 2013

March 2013

OPPORTUNITIES

Providing sustainable employment opportunities for Aboriginal and Torres Strait Islander Australians is not just the right and responsible thing to do, but a smart way to do business. We set our Aboriginal and Torres Strait Islander employees up for success through our pre-employment programs and learning pathways. Our goal is to establish Crown as an employer of choice for Aboriginal and Torres Strait Islander people.

ACTION

Employ, develop and promote Aboriginal and Torres Strait Islander people at our resorts, at every opportunity

Continue to build Crown's Aboriginal and Torres Strait Islander employee network to ensure employees are connected and informed

Develop a procurement strategy, partnering with predominantly Indigenous-owned organisations for business goods and services, where possible

MEASURABLE GOALS

- Support Crown's existing Aboriginal and Torres Strait Islander employees at each resort and continue to develop the employees' career pathways.
- Increase the profile of our Indigenous Employment Program through various media channels
- Develop an official brand strategy for the Crown Indigenous Employment Program

- Develop an onboarding process dedicated to supporting, mentoring and training Aboriginal and Torres Strait Islander employees

- Seek membership to 'Supply Nation'
- Add an Indigenous assessment criteria within the procurement process
- Host our leading suppliers to educate and promote the goals outlined in the RAP

RESPONSIBILITY

- Crown Executive Team
- General Manager Human Resources/ General Manager Organisational Development
- General Manager Public Relations

- Crown Executive Team
- Human Resources

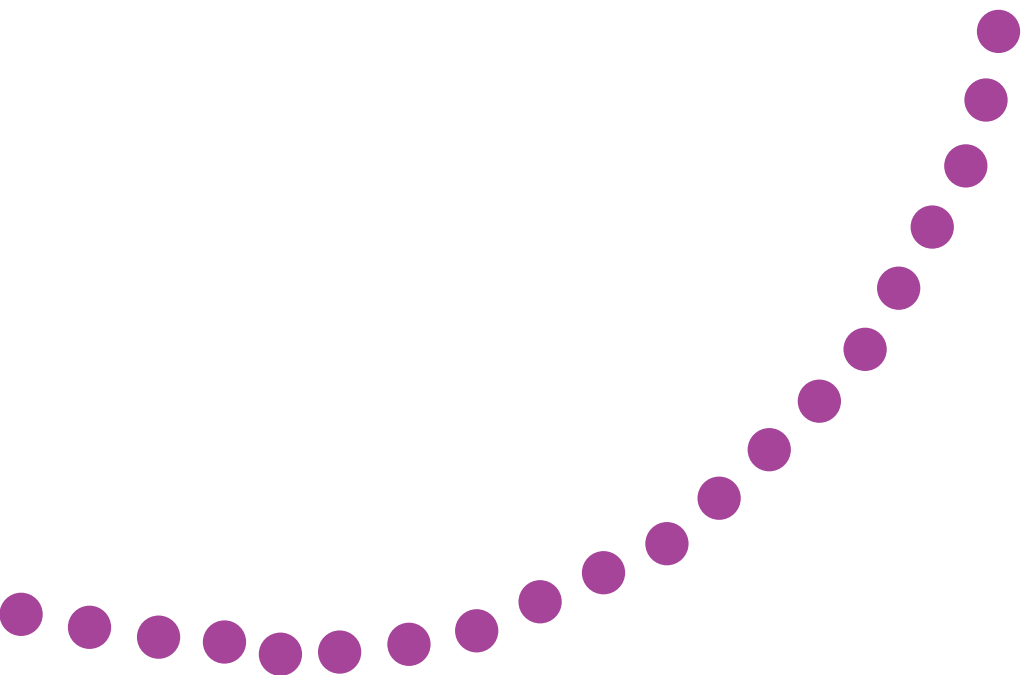
- General Manager Purchasing and Supply

TIMELINE

Ongoing

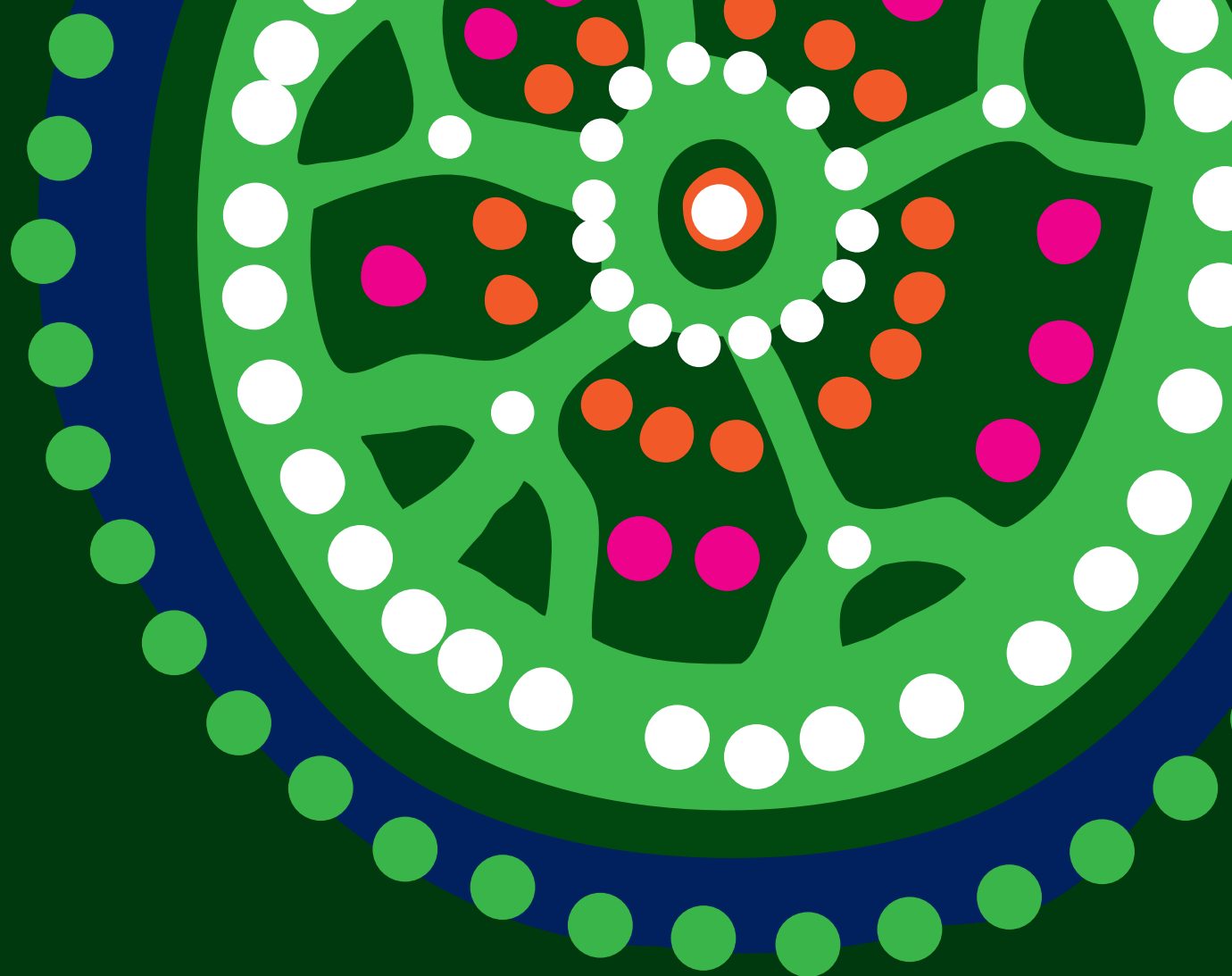
December 2013

November 2013

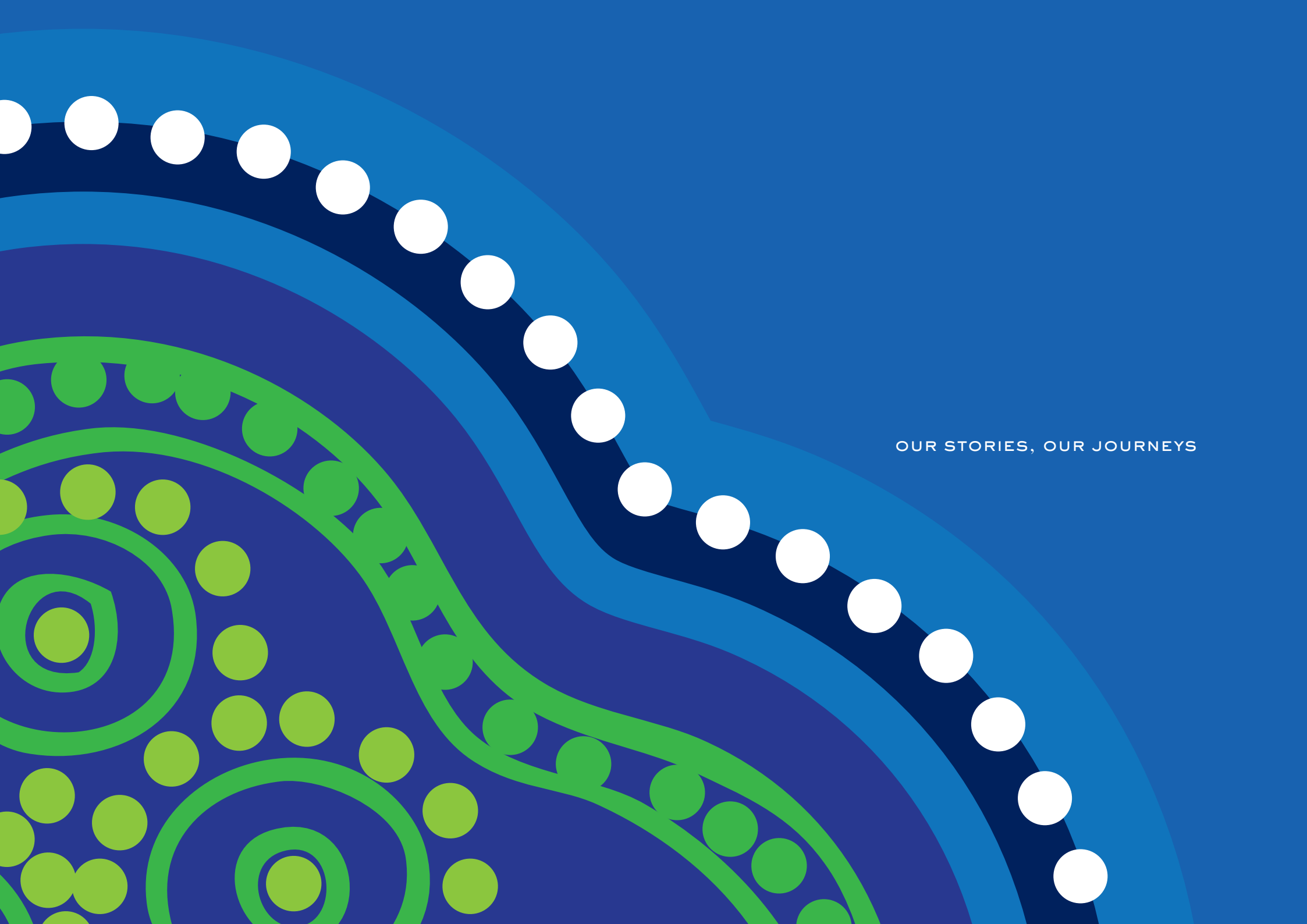


TRACKING PROGRESS & REPORTING

ACTION	MEASURABLE GOALS
RAP Steering Committee to provide reports to the Crown Board on progress of RAP commitments	<ul style="list-style-type: none">• Biannual reports submitted to the Crown Board
Refresh Crown Resorts RAP every two years with internal and external input from Crown Aboriginal and Torres Strait Islander employees and members of the community	<ul style="list-style-type: none">• Reconciliation Australia approved RAP and internal launch
Crown Resorts RAP communicated to all Crown stakeholders	<ul style="list-style-type: none">• Crown Resorts RAP to be promoted through employee communications, published online and hard copy made available at key communication channels



RESPONSIBILITY	TIMELINE
<ul style="list-style-type: none">• RAP Steering Committee• General Manager Human Resources/General Manager Organisational Development• Indigenous Employment Program Manager	Biannual
<ul style="list-style-type: none">• Crown Executive Team• RAP Steering Committee• Aboriginal and Torres Strait Islander employees	March 2015
<ul style="list-style-type: none">• General Manager Human Resources/General Manager Organisational Development• Human Resources Communications• Indigenous Employment Program Manager	June 2013



OUR STORIES, OUR JOURNEYS



FROM THE BEACHES OF BROOME TO CROWN'S CRYSTAL CLUB

“Honestly, this is a great company to work for... there's so much support... you can get out of your comfort zone and still feel comfortable. There's always support available.”

After moving to Melbourne from Broome, I heard on the grapevine that Crown Melbourne was keen to employ Indigenous Australians. I contacted the Indigenous Employment Program Manager, and next thing I knew, I was a Customer Service Advisor. The first thing I noticed was the training and support I received, especially from my supervisor who helped me with everything I had to learn from catching trams to answering customers' questions. I made some fantastic friends in that job, but I found myself yearning for a face-to-face role where I could interact with guests.

I spoke with our Indigenous Employment Program Manager, Sean Armistead, who suggested I apply for a position within the exclusive Crystal Club. With his support and coaching, I got my application in and prepared for the interview. Just two weeks later, and much to my surprise, I started in my new role as Front Office Attendant in the Crystal Club – an exclusive lounge for VIP guests in Crown Towers! This is a close-knit team, where everyone supports each other, and I totally love it. My supervisor is terrific, and has been very understanding when I've had to attend culturally significant events back in Broome. I've always received fantastic support at Crown, and I'm really happy here.

Emma MacNeill
Front Office Attendant
Crystal Club

PEOPLE, POSSIBILITIES AND PRIDE

“I’ll be here for the long run, without a doubt.”

I love how Crown Melbourne gives you the opportunity not just to work in a corporate environment, but to have a future here. My first role at Crown was as a Security and Services Officer, which was great, and I’m now a Cage Cashier, a position which I never thought I’d be able to achieve. Both roles involve a lot of responsibility and interacting with a wide range of customers, which I really enjoy. Every day is busy, and I honestly love coming to work.

I’m proud that we have this Indigenous Employment Program, and that we’re focusing on offering possibilities to Aboriginal and Torres Strait Islanders backed up with training and development, and options to move within the company and aim for senior roles. My training and development has been incredible, completing courses in First Aid, Conflict Resolution, Customer Service, and Report Writing, and I’ve learnt lots on the job also. All this development has given me skills that have really helped me and prepared me for future roles. But the best thing about working here, without a doubt, is the people. They really recognise who you are and I just love it. You can be an individual, and you can belong to a community.

Ashley Tapim
Cage Cashier
Cage and Count





“I’ve lived through some tough times, but I’m really proud of where I am now, thanks to the support and help I’ve received at Crown.”

CROWN: A STEPPING STONE TO CONFIDENCE

As a young Mum I saw Crown Perth as a stepping stone to gain experience and develop my skills. When I heard that Crown Perth was creating a Reconciliation Action Plan, I was excited!

Reconciliation to me means giving back and working with local people. My goal is to educate people about our Aboriginality – to share my passion and pride for our rich culture.

I have learnt so much from this organisation and I am continuously growing and developing. I am more confident because of my experiences and now I want to help new Aboriginal workers at Crown Perth. I didn't have it easy growing-up, but look at me now!

Rosemary May
Storeperson
Stores

“I’m living proof that
Crown offers
long-term employment
and real careers to
Indigenous Australians.”



BELIEVING AND PLANNING CAN MAKE IT HAPPEN

I started as a part-time Waiter – after six-months I progressed into Crown Perth’s fine dining Italian restaurant. With help from the Aboriginal Employment Program team, I talked through the opportunity to become Head Waiter and they helped me to apply. I was looking for a career not just a job.

We are at a point now when it is important to portray Aboriginal and Torres Strait Islanders in a positive light. The RAP is about instigating ground-level ideas for implementation for the benefits of tomorrow.

Reconciliation to me means acceptance for who I am and respect for now and into the future.

I see Crown Perth as offering long-term employment and growth. I will be gaining knowledge and mentoring and supporting others to get to where I have gone and beyond.

John Wynne
Head Waiter
The Merrywell



EIGHTEEN YEARS AT CROWN... AND COUNTING



“I always say to people that if you want a good steady job, working with lots of interesting people, then Crown is a great place to work.”

I've been at Crown Melbourne since 1995, and the best thing about working here, without a doubt, is the people. I've made life-long friends here and I'm looking forward to helping other Aboriginal and Torres Strait Islander employees as we recruit more and more. The benefits are great – free food at the employee restaurant, a clean uniform every day, mateship, and a real community. Last year I was promoted to Area Manager, which has been fantastic. I have fun working here, and there are so many opportunities to learn and develop. I've completed lots of training courses, including my Certificate III in Hospitality, and it's great to be employed and paid while you're learning.

I know lots of people who have changed roles, moved departments, been promoted... there are always opportunities available for people who want to better themselves and try something different. With so many departments and opportunities, it's easy to see that you can have a career at Crown, even become a manager like I have, and enjoy coming to work every day.

Leila Sario
Area Manager
Table Games



ACKNOWLEDGEMENT OF CONTRIBUTORS

The creation of Crown Resorts' Reconciliation Action Plan has been made possible through the contributions of Aboriginal and Torres Strait Islander and non-indigenous Australians working together to create just outcomes for our Aboriginal and Torres Strait Islander community. Crown would like to acknowledge and thank with gratitude the following people:

- Reconciliation Australia
- Gilimbaa: An Indigenous Creative Agency
- Banjo Advertising
- RAP Steering Committee – Crown Melbourne
- RAP Steering Committee – Crown Perth

CROWN RESORTS ARTWORK STORY



CROWN PERTH

The Crown Perth symbol is representative of a stylised lotus flower and reflects the story of community, growth and support. Wagul the Rainbow Serpent, the creation spirit (the Noongar people of Perth, Western Australia), formed the landscape, the mountains, the rivers and the waterways in and around the Perth region, most importantly, creating the life giving Swan River.



CROWN MELBOURNE

The Crown Melbourne symbol is also representative of a stylised lotus flower and reflects the story of community, growth and support. The outer ring represents the Yarra River, as water connects us all, sustaining us, and giving life to all creatures.



CROWN PAST, CROWN FUTURE

The Crown Past, Crown Future symbol also represents and completes the third stylised lotus in full bloom within the artwork. The three individually coloured layers represent past, present and future. The three layers come together to form the stylised lotus flower.

This artwork also represents the meeting of different cultures and communities from near and afar, respecting, learning and acknowledging the past and looking and moving towards the future.



RECONCILIATION ACTION PLAN



