



# Corporate Social Responsibility 2016 Report





The Crown Resorts Foundation is the community partner of the **NRL Indigenous All Stars** and the associated **Learn, Earn, Legend!** Youth Summit. Indigenous students from across Australia attend the 3 day Youth Summit to learn more about post-school education, career pathways and job-ready skills.

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# Chairman's Message



## Our Corporate Social Responsibility Approach

At Crown, we believe managing our business in a sustainable manner is the right thing to do by our stakeholders and makes good business sense. As such, our approach to corporate sustainability is integrated into everything we do with all initiatives developed to consider efficiency, diversity, inclusion, community and our impact on the environment.

Equally important is our role within the communities in which we operate. Crown recognises our responsibility to give back and look for opportunities to partner with outstanding local community organisations to provide educational and mentoring pathways for young Australians.

Across Crown, we have a group-wide sustainability framework in place which includes identified actions, performance measures and targets, to provide focus on what matters most to each group of our stakeholders. Overseen by our Corporate Social Responsibility (CSR) Board Committee and a number of employee consultative committees ensures that transparency and reporting are also a major part of our CSR commitment.

## Creating Opportunities through Employment

At the core of our strategy remains our commitment to our employees – as a significant Australian employer, with over 15,800 employees across our two resorts, one of the most tangible positive impacts Crown can have is to support our employees to reach their career goals.

Crown is committed to providing extensive career development and training opportunities to all employees and our Crown College continues to be recognised throughout Australia as one of the largest and most successful enterprise-based registered training organisations.

This year alone, Crown employees undertook approximately 400,000 hours of career training and since inception has graduated over 7,600 apprentices and trainees. It is this commitment that has allowed Crown to be recognised by the Federal Government as Employer of the Year, three times in the last six years – a record that no other Australian company has achieved and one which we are very proud of.

In addition, Crown has continued to deliver training for 500 Victorians to obtain new skills in the tourism and hospitality industry. The four-year program, still in its early stages, is assisting retrenched automotive workers, Indigenous Victorians, new migrants and women in crisis to obtain new qualifications which prepare them for future employment. Crown will continue to promote the training program with a particular focus on workers affected by continued structural change in the Victorian manufacturing industry.

Diversity and equality are part of day-to-day business at Crown and are essential to the high performance of the organisation. We want our employees to feel valued at work regardless of their gender, age, ethnicity, beliefs, disability or sexual orientation. We have continued to develop our diversity policies and award winning programs across the business to ensure we provide relevant support to all of our employees.

## Crown Resorts Foundation

We are very proud of the work that the Crown Resorts Foundation is doing to promote Indigenous education opportunities, the arts and culture, and through partnerships with organisations that encourage and foster social inclusion.

Currently providing funding to over 85 community and education organisations, these partnerships are providing more young Australians access to a better education, more opportunities to be creative and to develop the self-esteem and confidence that will support them to build more fulfilled lives.

## New Melbourne and Perth Arts Education Initiative

This year, in partnership with the Packer Family Foundation, we launched our **\$25 million Melbourne and Perth Arts Education Initiative**. Based on the success of our **\$30 million Western Sydney Arts Initiative**, the Melbourne and Perth Art Education Initiative will support programs that use art as a vehicle for young Australians to stay engaged with their education and continue their schooling.

I would like to thank the Board, management and our employees for their commitment to making a more sustainable business. I encourage you to read this document and keep challenging us to do better.



**Rob Rankin**  
Chairman, Crown Resorts Limited

# Awards and Recognition



Australian Employer of the Year 2015



Australian Employer of the Year 2013



Australian Employer of the Year 2010



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



2014 Casino/Integrated Resort of the Year



2015 Platinum Winner at the LearnX Impact Awards



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



High commendation for Energy Efficiency, Facilities Management Association



2015 Australian Business Awards - Employer of Choice



2015 Australian Business Awards - Community Contribution



Gold Award at the 2015 Brandon Hall Group HCM Excellence Awards



Gold Medal - Tourism Education and Training, WA Tourism Awards 2016



Australian Packaging Covenant



AHRI Indigenous Award for 2014



# Community and Project Partners



Members of Crown Melbourne's Crown Resorts Foundation Employee Advisory Committee who organised a fundraising event in support of The Luke Batty Foundation which raised over \$40,000



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



Crown employees undertaking training at Crown College Melbourne's Culinarium, a purpose built training kitchen and restaurant.

## 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 2016, Crown College provided approximately 400,000 hours of training to employees in Melbourne and Perth.

Since inception Crown has graduated over 7,600 apprentices and trainees.

Testament to our commitment to all our employees, Crown continues to receive awards for employment best practice. Significantly, in November 2016, Crown Perth was awarded the Australian Employer of the Year Award at the Australian Training Awards, Crown Melbourne won the equivalent Victorian award in 2010, and then went on to receive the 2013 Australian Employer of the Year, which was the third time in five years it was awarded this honour by the Federal Government.

As well, in August 2016, 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 third year running.



Members of Crown's Indigenous Employment Program

## Helping to Close the Gap on Indigenous Disadvantage

To date our award-winning Indigenous Employment Program has helped more than 570 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 was one of the first companies in Australia to sign an agreement under the Federal Government's Employment Parity Initiative to increase Crown's Indigenous workforce to 3.1% of Crown's employees.

As well, our second Reconciliation Action Plan (RAP) was awarded Elevate status. It is a focussed on helping our Indigenous employees develop the skills required to take on future management roles within Crown and carry those skills into their communities. 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 2016 Community Contribution Award at the Australian Business Awards for the second year running.



The Crown Resort Foundation supports the Australian Numeracy and Literacy Foundation's Palm Island literacy program. This is a pre-school program focussed on ensuring children and their parents are ready for school.

## Creating Opportunities for Young Australians through Education

The Crown Resorts Foundation, in partnership with the Packer Family Foundation, is two years into its 10 year journey to deliver \$200 million of funding to the Australian community through their National Philanthropic Fund. The National Philanthropic Fund is administered through two separate funds, the \$100 million Community Partnerships and Indigenous Education Fund and the \$100 million National Arts Fund.

The Crown Resorts Foundation sets the bar for Australian philanthropy. We recognise that our grants have greater impact when combined with other sources of funding or in-kind support and that's why we collaborate with community

organisations, businesses, Government, not-for-profits and other foundations to work towards our shared goals.

Currently the Crown Resorts Foundation is providing funding to over 85 community and education organisations. We are very proud of the work that the Foundation's partners are achieving in supporting Indigenous education opportunities, the arts and culture, and through partnerships with organisations that encourage and foster social cohesion. These programs continue to deliver more young Australians access to a better education, more opportunities to be creative and to develop the self-esteem and confidence that will support them to build more fulfilled lives.



Crown Perth employees employed through the CROWNability program.

## Empowering People with Disability

Crown currently has over 110 Australians employed through our CROWNability program, working across 62 departments in 46 different roles. Working closely with each individual we have been able to successfully tailor their skills and aspirations to meaningful employment positions across our two resorts.

Our program works in partnership with key industry organisations and provides employment pathways for people with disability. To further advance disability employment at Crown, a disability action plan has been developed outlining

clear targets for retention, employment and the development of partnerships with providers and industry organisations.

We are very proud that Kurt Fearnley, Australian Paralympic gold medallist, is the CROWNability ambassador. Kurt is tireless in his promotion of positive attitudes towards disability and opportunities for people with disability, and we are honoured that he is associated with our program.



Professor John Howarth, (AO) (centre),  
Crown Resorts Board member and Chair of Crown Responsible Gaming Committee,  
with Crown Perth employees

## 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.



Maintenance being conducted on one of three heat exchangers for Crown Melbourne's swimming pools - one of the property's many energy saving initiatives.

## 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.



Crown Melbourne

## 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 2016 Crown Melbourne attracted almost 31 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 15,800 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 2016, Crown paid more than \$625 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

*"The Crown Resorts Foundation is to be congratulated for promoting educational opportunities for young Australians in disadvantaged communities through its many arts programs."*

*"In addition, the Foundation's partnership with community organisations, business, Government and not-for-profit agencies has resulted in a valuable contribution to society by inspiring positive outcomes."*

**The Honorable Colin Barnett**  
Western Australian Premier

*"I congratulate the Foundation's funding of multi-year grants to increase awareness of domestic and family violence and in particular for supporting the Luke Batty Foundation fundraiser during White Ribbon week. There is no doubt that family violence is one of the most significant issues faced by the Victorian community."*

**The Honorable Fiona Richardson MP**  
Minister for Women  
Minister for the Prevention of Family Violence



Crown Perth employees and Clontarf students volunteering their time for Clean Up Australia Day. This is a partnership that was initiated through the support the Crown Resorts and Packer Family Foundations' provided to the Clontarf Foundation, an boys focussed Indigenous education organisation

# Crown's Commitment to the Community

Crown believes in supporting the communities in which it operates. Crown's stakeholders expect us to act responsibly and ethically and we engage regularly with them in order to align our business activities with community expectations. Recognising our role within our communities, together with our employees, we support many community causes and organisations through our resort specific community partnerships, employee volunteering opportunities and the Crown Resorts Foundation.

Crown's community support comes in many different forms, at a resort level we are able to support charities through subsidising, promoting and hosting their fundraising events and providing raffle prizes, as well, many of our employees enthusiastically volunteer their time to support a wide range of causes.

This year, Crown Melbourne and Crown Perth provided in-kind support to almost 300 not-for-profit and community organisations, while the Crown Resorts Foundation, in partnership with the Packer Family Foundation, provided significant financial support to almost 85 organisations across Australia.

We leverage our corporate networks, funds and people to deliver the best outcomes for our community partners. This year, the Children's Cancer Foundation's Million Dollar Lunch was once again hosted by Crown Melbourne. With the support of its suppliers, Crown committed to delivering the event cost free significantly assisting the Foundation to raise over \$1.7 million which will be used to fund childhood cancer research programs, clinical care and family support.

We look across our business to identifying opportunities to provide support and help raise the profile of and funding for organisations that deliver year-round support to those who need it most. During the 2016 NRL Women in League round, in partnership with the two teams of whom Crown is the major sponsor, the South Sydney Rabbitohs and the Melbourne Storm, Crown gave up its front of logo position again for Ovarian Cancer Australia's logo, to help raise awareness and support for the organisation. Both clubs contributed by organising their own fundraisers and the Crown Resorts Foundation donated \$20,000 plus a further \$1,000 for each try.



Victorian primary school children attending a performance at the Melbourne Theatre Company as part of the Crown Resort and Packer Family Foundations' program 'Sharing the Light'



Major Brendan Nottle, The Salvation Army, Project 614 said:

*"The support of organisations like the Crown Resorts and Packer Family Foundations', as well as Crown Melbourne, is invaluable to an organisation like ours. It provides much needed funds for us to deliver our programs, and without it, many of our most marginalised community members could go with out support. Together we have developed opportunities for Crown's employees to volunteer their time in our Hamodava Cafe feeding Melbourne's hungry and also for Crown's hotels to donate blankets to give to the homeless."*

Within our business we look for opportunities to leverage our skillsets to support communities in need. Crown Perth's chefs longstanding commitment to Foodbank Western Australia is an excellent example, every week Crown Perth's chefs cook large quantities of meals which are donated to Foodbank. Significantly, over the course of the year, more than 30,000 meals were donated to help them feed Perth's most vulnerable.

Our employees help set the agenda for our community engagement and are critical in its delivery. Within business departments, teams will organise their own fundraising events for charities such as Sids and Kids, the Cancer Council, Oxfam, Jeans for Genes and the RSPCA. Since the formation of the Crown Resorts Foundation, the Employee Advisory Committee (EAC) to the Foundation has been able to choose a couple of key organisations and develop fundraising events that reach across the business. The EAC successfully coordinated a fundraising event during White Ribbon Week for The Luke Batty Foundation which raised over \$40,000.

This culture of giving and support is evident throughout the business. Crown's Australian Resorts CEO, Barry Felstead, participated in the St Vincent de Paul CEO Sleepout in Perth, this year raising over \$120,000. Participating in this event for six consecutive years, Barry has raised over \$600,000 for St Vincent de Paul's homeless and emergency housing services.

# Crown's Commitment to the Community continued

## Crown Resorts Foundation

We are very proud of the work that the Crown Resorts Foundation is doing in promoting Indigenous education opportunities, the arts and culture, and through its partnerships with organisations that encourage and foster social cohesion.



The Crown Resorts Foundation, in partnership with the Packer Family Foundation, is two years into its 10 year journey to deliver \$200 million of funding to the Australian community through their National Philanthropic Fund. The National Philanthropic Fund is administered through two separate funds, the \$100 million

Community Partnerships and Indigenous Education Fund and the \$100 million National Arts Fund.

Currently providing multi-year funding to over 85 community and education organisations, the National Philanthropic Fund aims to deliver more young Australians access to a better education, more opportunities to be creative and to develop the self-esteem and confidence that will support them to build more fulfilled lives.

## Supporting Indigenous education

The Community Partnerships and Indigenous Education Fund provides financial support for key community organisations with a focus on empowering young Aboriginal and Torres Strait Islander youth through education.

To date the Foundations have provided significant multi-year support to 14 different Indigenous education focussed programs. The programs selected work with parents and communities to establish environments where trust and security enable children to thrive while benefitting from a consistent school-based education.

Wherever appropriate and possible, the Foundation seeks to build the relationship beyond just providing funding. For example, the Foundations support the Clontarf Foundation, an education organisation focussed on Indigenous boys.

Clontarf's Academies provide an important school-engagement mechanism for many at-risk young Indigenous boys who would otherwise not attend or have low school attendance. Clontarf uses football as a mechanism to keep boys engaged in their education programs and provide a diverse range of activities helping the student to develop improved self-esteem and confidence. Academy activities are planned within the focus areas of education, leadership, employment, healthy lifestyles, life skills and football.



Image provided by the Australian Literacy and Numeracy Foundation

## CASE STUDY



## The Australian Literacy and Numeracy Foundation's Early Language and Literacy Palm Island Program

The Australian Literacy and Numeracy Foundation (ALNF) is dedicated to raising the language, literacy and numeracy standards of Aboriginal and Torres Strait Islander Australians. Their Early Language and Literacy program provides literacy instruction to preschool teachers, early years teachers, special needs teachers, teacher's aides, parents and community members.

The ALNF engages the whole community - parents, children, educators and other community members - to create informed spaces that lead to better education and life outcomes, realising greater positive outcomes for their families, the community and their own futures.

The Foundations have provided support to the ALNF so that its Palm Island Early Language and Literacy project can continue. Supported by the premise that children who are prepared for school are also more likely to successfully attend, stay and thrive at school, this project will build long-term capacity within the Palm Island community and break the cycle of illiteracy by enabling community members to deliver their own literacy programs and improve the literacy outcomes of their own children.

This program prepares Aboriginal and Torres Strait Islander children for school by providing them with the opportunity to achieve the same baseline education as their non-Indigenous

peers. It also provides adults (teaching assistants, parents and other community members) with improved literacy and confidence so that they are better prepared to engage in the workforce and/or further training.



To learn more about the ALNF and their valuable work within our community, visit their website: <https://alnf.org/>

Kim Kelly, Co-founder and Director of the Australian Literacy and Numeracy Foundation, said:

*"The Australian Literacy and Numeracy Foundation is proud to be partnering with the Crown Resorts and Packer Family Foundations. 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 the Australian Literacy and Numeracy Foundation

## Crown's Commitment to the Community continued

Upon completing the program, graduates are helped to find employment. Clontarf has Specialist Employment Officers who are engaged to do this and provide support until graduates become comfortable with their new jobs and surroundings. Clontarf's relationship with the Crown Resorts Foundation has allowed them to contact Crown Perth about appropriate tourism and hospitality training and employment opportunities for its students, with some students, for example, interested in enrolling in the Apprentice Chef program that Crown offers.

### Supporting Australian culture

Recognising the ability of the arts to engage and inspire, the National Arts Fund aims to improve the accessibility and availability of the arts to young Australians.

This year, in partnership with the Packer Family Foundation, we launched our \$25 million Melbourne and Perth Arts Education Initiative. Based on the success of our \$30 million Western Sydney Arts Initiative, the Melbourne and Perth Arts Education Initiative aims to provide more opportunities for young Australians to engage with the arts and to reach their full potential.

Over eight years, the Foundations will provide \$25 million for arts programs in Melbourne and Perth. As well as promoting creativity, most of these programs will be education focussed, using art as the vehicle with which to engage youth with their learning and their community.



Primary school students attending the Art Gallery of New South Wales' 'Art Pathways' program. Art Pathways is a major new art education program which provides creative learning opportunities for teachers and students from Western Sydney. The program is supported by the Crown Resorts and Packer Family Foundations.

## CASE STUDY



Image provided by the Information and Cultural Exchange



## Information and Cultural Exchange

The Information and Cultural Exchange (ICE) is a Western Sydney community arts organisation working in the areas of cultural education and training programs. The community focussed programs ICE delivers aim to build cultural infrastructure and enhancing the region's cultural vibrancy.

Their Digital Arts Development and Training Program engages some of the hardest to reach members of the community through six different projects: Family Creative Hub; STREET2STUDIO; Club Weld; I have a Dream!; Kasey is Missing, and Illuminate. Each of these projects provides an opportunity for engagement with a different targeted marginalised group.

- **Family Creative Hub:** delivers a suite of creative projects calibrated to the varying needs, circumstances and commitments of Western Sydney's asylum seeker, refugee and recently arrived migrant families. These projects aim to provide mothers and children with the opportunity to interact with other families, learn digital skills and have the opportunity to reflect on their migration experiences.
- **STREET2STUDIO:** engages with young people at risk, getting them off the streets of Parramatta and into ICE's recording studios to create Hip Hop, RnB and electronic music tracks with intensive one-on-one mentoring.
- **Club Weld:** provides the opportunities for young people with autism to produce their own music tracks with the support of a team of professional session musicians in ICE's studios.
- **I have a Dream!:** supports some of Western Sydney's most disengaged high school students to create experimental screen-based artworks that expressed their dreams and aspirations and channels their positivity.
- **Kasey is Missing:** teamed Cranebrook's Aboriginal young people and Elders with a professional film crew to co-create a five part web series that celebrated their community and captured its hidden beauty.
- **Illuminate:** engages men with mental illness living in the Villawood East social housing estate to create self-portrait light paintings capturing how they see themselves.

In its first year, this program reached over 300 people including over 180 school students. All of these programs enhanced the participants' social, digital, English and literacy skills while helping to improve their self-esteem and community engagement.

# Crown's Commitment to the Community continued

## Supporting our local communities – Crown employees lead the way

Also within the Community Partnerships and Indigenous Education Fund is an allocation to support employee-led fundraising activations and smaller one-off grants allocated to organisations nominated by employees with whom that employee supports in their own time. These programs are overseen by the Crown Melbourne and Crown Perth Employee Advisory Committees.

### Employee Advisory Committee

Our Crown Melbourne and Crown Perth Employee Advisory Committees consist of employees who were selected based on their experience within the community and philanthropic sectors. The Committee is a representative employee body which identifies fundraising opportunities for their fellow employees and coordinate activations in-line with the goals of the Foundations.

Made up of representatives from a number of different departments within the business, the Committee also acts to promote the work of the Foundation's partners and provide opportunities for Crown's employees to engage with these organisations. The Committees also run the employee community grant programs at Crown Melbourne and Crown Perth and determines which employee nominated organisations should receive grants.

### Employee community grants

We know many of our employees undertake some incredible volunteer work outside of their day-to-day Crown jobs, and we wanted to acknowledge their community contribution and support these organisations too. That's why, in September 2015, the Crown Resorts Foundation Employee Advisory Committee launched its Community Grants Program.

As a means of recognising the time our employees spend volunteering for not-for-profit community organisations within their communities, the Crown Resorts Foundation has allocated \$100,000 per year to be donated to these organisations.

Any Crown employee can nominate the organisation that they have supported to apply for a grant from the Crown Resorts Foundation. This application is then assessed based on the eligibility of the organisation and the level of involvement of the Crown employee with that organisation.

This year 18 employee community grants were allocated to a broad range of organisations, from children's medical charities to women's emergency shelters and local primary schools.



Domestic violence campaigner Rosie Batty with Crown Melbourne employee at a employees organised fundraiser for The Luke Batty Foundation during White Ribbon Week.

## CASE STUDY



## Fundraising Event for The Luke Batty Foundation

To raise awareness of the issue of domestic violence amongst their peers and funds to support the victims, Crown Melbourne's EAC organised a fundraising event during White Ribbon Week. The fundraiser was designed as a physical challenge with participants signing up to run to the top of Crown Metropol Melbourne, 28 levels of stairs. Each participant sought sponsorship from their friends, family and colleagues.

The EAC selected the The Luke Batty Foundation to receive all the funds raised. The Luke Batty Foundation was established by Rosie Batty, 2015 Australian of the Year and domestic violence advocate, to support women and children affected by the trauma of family violence. Rosie was also the guest of honour at the event.

The event was extremely successful. Almost 140 employees members from Crown Melbourne and CrownBet participated, and raised almost \$45,000 for The Luke Batty Foundation.



To learn more about The Luke Batty Foundation, visit their website:  
[www.lukebattyfoundation.com.au/](http://www.lukebattyfoundation.com.au/)



Rosie Batty and Gretel Packer, Chair of Crown Resorts Foundation Advisory Board, at the Crown Melbourne fundraiser for The Luke Batty Foundation.

## Employee-led fundraising activations

Our Employee Advisory Committees also seeks is to identify causes that our employees are keen to support and organise activations. One of these activations was the Crown Metropol Stair Climb in support of The Luke Batty Foundation which was held during White Ribbon Week.

## Program evaluation

The Foundation provides multi-year program funding, to this end, the goals and targets of each program are outlined at the beginning of the partnership with each organisation reporting annually on its program's outcomes. At the end of the grant period, the organisation is require to complete an acquittal whereby the organisation is reporting on whether or not the program achieved its intended outcomes. As well as formal reporting, the Foundation administration is in regular contact with each organisation to ensure that any issues with the program are identified as early as possible.

## Future Direction

Crown and the Crown Resorts Foundation seek to work with their community partners to identify further opportunities to support these organisations - these may be appropriately supported employment pipelines for the program participants or further Crown employee volunteering opportunities



Image provided by the Australian Literacy and Numeracy Foundation

# Our People - The Crown Difference

*“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

*“The Government is proud to partner with Crown Resorts through the Employment Parity Initiative. This commitment will ensure that the high demand for Indigenous Employees continues to grow.”*

Senator, The Honourable Nigel Scullion  
Federal Minister for Indigenous Affairs



Crown apprentices and trainees undertaking training at Crown College's Culinarium.



# CROWN COLLEGE



## The Crown Difference

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. Examples includes Crown Perth winning the Australian Government's 2015 'Australian Employer of the Year' Award at the Australian Training Awards and Crown College Melbourne winning the Education and Training category hall of fame award at the 2015 Victorian Tourism Awards.

In 2016, Crown Melbourne was also awarded the 'Employer of Choice' at the Australian Business Awards. Crown's commitment to Indigenous employment and training was also honoured to be awarded the Community contribution Awards at the 2016 Australian Business Awards. This is the third year in row that Crown has won these awards. 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. Employment at Crown's Melbourne and Perth resorts has increased from 10,000 in 2005 to approximately 15,800 in FY2016. Crown's recruitment campaigns focus on 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 2016 was \$870 million.

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

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

To drive employee engagement and encourage fun, Crown also runs at least one employee competition every month. To maximise participation from all employees, competitions are promoted via all employee communications channels available to ensure every employee has an equal opportunity to enter. Prizes across several competitions have included winning flights for two including accommodation at the new Crown Towers Perth, tickets to the AFL and Gold Class cinema tickets.

# Our People - The Crown Difference continued

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.

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 industry.

Crown supports collective bargaining to determine wages and other relevant employment standards and Crown's Australian operations currently have six 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.

## Training that sets the standard in the industry

Professional learning and development is integral to Crown's continued success, and for this reason Crown's training focusses on developing employees who can deliver outstanding customer service, and have the skills and knowledge they need for a rewarding career in the tourism industry. The quality of Crown's programs, as well as of the systems and processes that support them, are setting the benchmark for professional learning and development in the industry.

This year, as in past years, Crown has been the recipient of numerous prestigious employment and training awards, confirming that it is providing professional learning and development of a high standard. Significantly, in September 2015, Crown Perth was awarded the WA Employer of the Year Award at the WA Government's Training Awards, and went on to win the 2015 Australian Employer of the Year. Crown Melbourne won the equivalent Victorian award in 2013 and 2010, and also won the Australian award in both of those years. Having won Australian Employer of the Year three times in the past six years, Crown is, to date, the only organisation to win this award more than once. Crown College Melbourne won Tourism Victoria's 2015 Tourism Education and Training award for the third consecutive year, which means Crown Melbourne were also admitted to the Hall of Fame.

Other recent awards include the 2016 Australian Business Awards' Community Contribution Award for the Indigenous Employment program, and the 2016 Australian Business Award Employer of Choice in recognition of practices that demonstrate effective employee recruitment, learning and development, engagement and retention. Crown has won both of these awards for three consecutive years.

As a Registered Training Organisation, Crown College delivers and awards a selection of qualifications from the Australian Qualifications Framework, providing opportunities for employees to earn nationally recognised qualifications while building their skills and knowledge. In financial year 2016, Crown College provided approximately 400,000 hours of training to employees in Melbourne and Perth.

Since Crown began operations in 1996, over 7,600 employees have completed apprenticeships and traineeships at Crown College. Over 7,500 employees have participated in classroom facilitator lead training in the areas of Technical, Leadership and Management, Health and Safety and Customer in 2016.

*"Your organisation has been outstanding in making innovative improvements in training and providing beneficial outcomes for apprentices and trainees in their local communities throughout Australia."*

Hon. Bruce Atkinson MLC,  
President Legislative Council  
Member for Eastern Metropolitan Region

## Learning and Development

By helping employees develop broad-ranging and industry-specific skills, Crown's professional learning and development contributes to the business achieving short-term and long-term organisational objectives, which includes being a recognised employer of choice in the industry. For this reason, Crown makes a considerable financial investment into employee learning and development, supported by a team of learning and development professionals who are responsible for ensuring that the design, delivery and management of its on-the-job and formal learning opportunities align to Crown's strategic objectives.

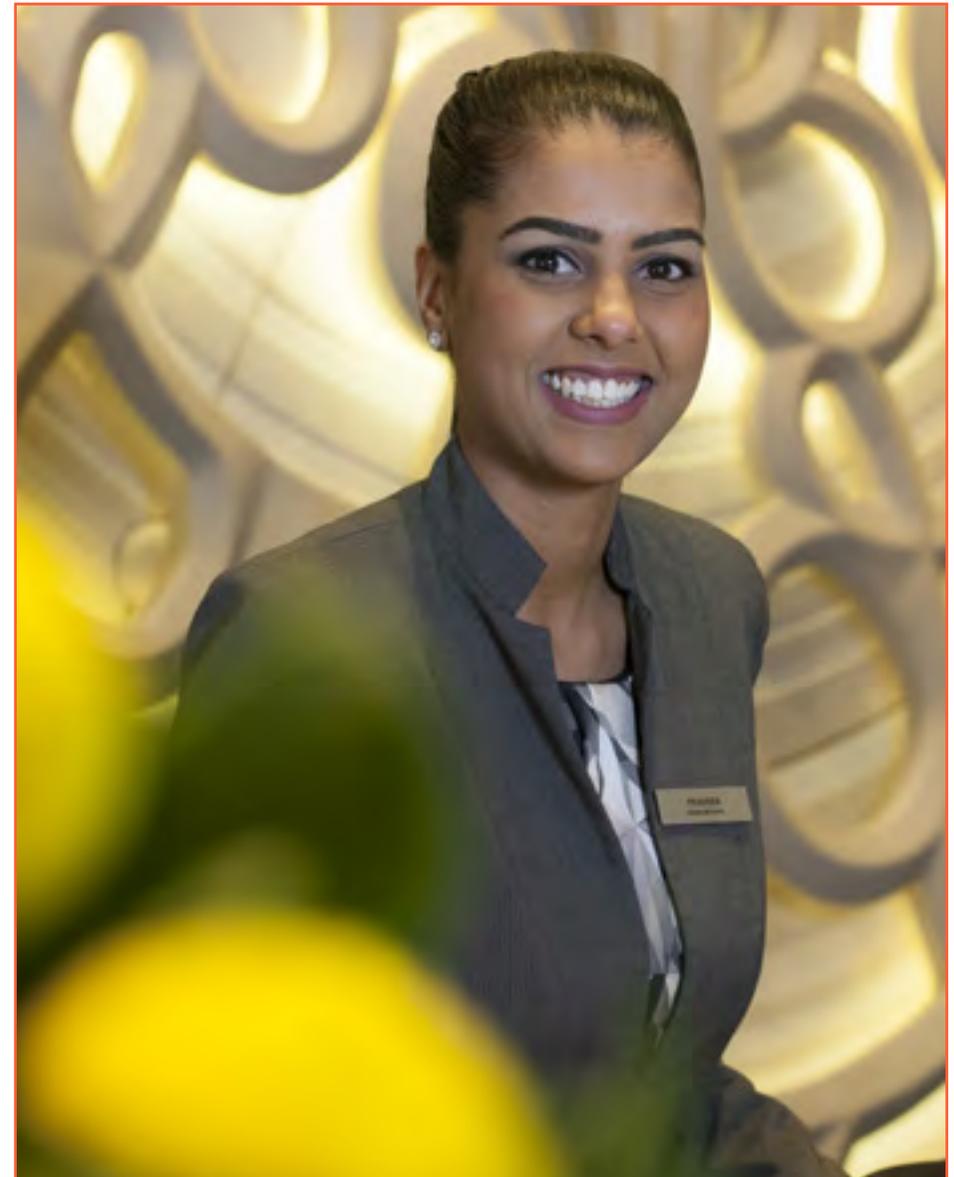
Crown's underpinning philosophy of "Not training for a job, but learning for a career", continues to ensure that Crown remains focussed on delivering new and existing programs that provide employees with opportunities to develop that help them build careers in the industry. Crown's Learning Pathways has now been implemented at both Crown Perth and Crown Melbourne, clearly articulating the programs that are aligned to career progression at Crown and accredited qualifications that are recognised throughout Australia. In 2016 over 340 supervisors and managers commenced leadership training through the Learning Pathways program, and over 1,700 employees are currently enrolled are completing Certificates III, Certificate IV, or Diploma level qualifications.

### Crown College

This year, Crown College has continued to develop and deliver new programs and improve Crown systems and processes so that the skills of the frontline employees as well as their managers continue to be enhanced. Crown Perth have introduced the Crown Leadership and Management programs, both of which are aligned to nationally accredited programs, along with Customer Service Standards training, and Health and Safety training. The delivery of these programs in Crown Perth ensures a consistent delivery of training across both Melbourne and Perth properties for all Crown employees.

Crown's accredited training spans multiple training areas and several qualification levels, and this year, Crown currently has 1700 employees enrolled in its accredited training, an increase of approximately 70% of enrolment into accredited training from financial year 2015.

This year, Crown has continued to demonstrate its commitment to ensuring that women at Crown receive development that helps them achieve leadership and management roles. Crown achieved a female participation rate in its leadership programs of 45.61% at Crown Melbourne, which is slightly higher than the target, and Crown has its first



Crown Melbourne employee

# Our People - The Crown Difference continued

cohort of women completing its Women of Crown Management program. This 12-month program provides participants with opportunities to raise their profile at Crown, work with a mentor, and develop leadership and management skills.

Crown's strong Culinary Stars competition for their 3rd-year apprentice chefs has been running at both properties for a number of years, and this year Crown again brought the state winners together for a gala night to celebrate their successes, and learn from one another. With many entries in several categories, this is a great achievement for Food & Beverage training and the individual contestants and winners.

A significant achievement for Crown College this year was the successful development and implementation of Crown Learn. Crown Learn is the Learning Management System (LMS) that employees can use to view their training history, enrol in programs, and receive automatically generated notifications of their upcoming compliance training. Managers can also view and approve their team members' training. The Crown College team worked hard to ensure successful implementation of first group system Crown Learn, which also provides accurate and customised reports.

Crown has continued to expand its Commercial Cookery training at both properties, and now has 70 apprentice chefs completing their Certificate III in Commercial Cookery. Crown Perth delivers the on-the-job training components, working in partnership with several TAFEs in Western Australia, and in Victoria, Crown's apprentice chefs train in its award-winning training restaurant called Culinarium and complete their on-the-job training in multiple outlets at Crown Melbourne. Many of Crown's apprentice chefs have successfully completed in local, state and national competitions, and Crown Resorts has recently been announced as a finalist in the 2016 Australian Training Awards in the category Australian Apprentices - Employer Award.

"Crown Melbourne has proven over a sustained period to have an unwavering commitment to investment in their employees and training. They understand that a quality training system and providing meaningful work are vital factors that deliver positive outcomes for their employees, their entertainment complex and the wider Victorian economy. The Victorian Chamber is proud to have partnered with Crown Melbourne since 2006 to help support the thousands of traineeship and apprenticeship careers created in the important areas of tourism and hospitality", says Kristian McCarthy General Manager Apprenticeship Support Australia

In financial year 2016, Crown's employees undertook approximately 400,000 hours of training at Crown College.

## Evaluation of Training

Each year, Crown is honoured to receive several forms of recognition of the quality of its programs. In addition to the awards conferred, it also receives numerous requests for tours of Crown College from representatives from tourism, government, and education, along with invitations to present at Human Resources and industry conferences, accept roles on government committees, and judge or otherwise participate in industry awards and events.

Crown seeks comprehensive feedback of the effectiveness of its programs from participants and the business, allowing us to build on its successes and implement an effective Continuous Improvement process. For example, employees who complete our leadership training report that they experience increased confidence and competence as a supervisor or manager and feedback from their managers confirms this. Specific statistics from training evaluation surveys consistently indicate that over 90% of participants of our management programs respond that the content was relevant to their role and 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. Crown has been awarded many prestigious government and industry awards including:

- 2015 - Australian and WA Employer of the Year Crown Perth
- 2013 and 2010 - Australian and VIC Employer of the Year Crown Melbourne
- 2014 - 2016 - ABA 100 winner for Employer of Choice in the Australian Business Awards Crown Melbourne
- 2014 - 2016 - ABA 100 winner Community Contribution in the Australian Business Awards Crown Resorts
- 2013 - 2015 - Victorian Tourism Award, Education and Training- Crown Melbourne named Hall of Fame

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:

- Outstanding contribution Awards at the 2016 International Women of Gaming Awards
- Victorian Trainee of the Year, 2016 Victorian Training Awards

## Future Direction

Crown will continue to invest in its people at the frontline level, and in supervisory and management roles, so that they continue to deliver excellent customer experiences while forging a strong and long-term career in tourism and hospitality. As Crown continues to strengthen its Group learning and development functions, employees will have more opportunities for development and will continue to benefit from the investment that Crown makes in learning and development.

Looking to the future, Crown will be using its well-developed infrastructure and excellent facilities to develop both the depth and breadth of offerings. Crown will also be enhancing its use of Crown Learn to develop customised reporting that the business requires in a range of contexts, and continue to streamline and enhance its administrative processes and support functions.

As an employer of choice, and a recognised industry leader in education and training, Crown will continue to commit to learning and development that will help the industry, Crown Resorts, and their employees who have decided to make a career in tourism and hospitality.

 **More information**

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



Crown apprentices and trainees undertaking training at Crown College's Culinarium.

# Our People - The Crown Difference continued

## Creating Employment Opportunities through Diversity

Diversity and inclusion 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:

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

## Helping to Close the Gap on Indigenous Disadvantage

To date our award-winning Indigenous Employment Program has helped more than 550 Indigenous Australians find employment at Crown Melbourne and Crown Perth and we are well on our way to reaching our target of 2,000.

Crown continues to work in partnership with the Australian Federal Government as an Employment Parity Initiative organisation with aim of increasing Crown's Indigenous workforce to 3.1% of Crown's employees.

Throughout the first year of our Elevate Reconciliation Action Plan (RAP) Crown continues to make significant contributions to the Reconciliation movement and Indigenous communities. The Indigenous Supplier Diversity Program has been launched to incubate Indigenous businesses to the level of capability to service Crown procurement needs and add value throughout the supply chain.

Recognising the talent and ambitions of our Indigenous employees, Crown commenced the Indigenous Leadership Program with the first cohort of front line employees seeking to build management careers at Crown.

Our Indigenous Employment program was awarded the Community Contribution Award at the 2016 Australian Business Awards for the third year running.

***“Absolutely impressed with Crown’s commitment to Aboriginal Australians. Your leadership in developing business opportunities will help create economic opportunities for Aboriginal Australians.”***

The Hon. Ken Wyatt AM, MP on Crown's Indigenous Supplier Diversity Program

## CASE STUDY

## Indigenous Leadership Program

Building and developing future Indigenous executives is critical to the success of the Crown Resorts Indigenous Employment Program. The best ambassadors will be Crown's Indigenous Managers, Senior Managers and Executives; as such Crown is developing a strong pipeline of future leaders. In May 2016 Crown Melbourne launched the Indigenous Management Program as part of the Crown Resorts Elevate Reconciliation Action Plan.

10 employees from across the business are participating in the 18 month Indigenous Management Program which combines Crown's Leadership Development and Next Generation of Leaders programs, and incorporates Indigenous elements.

Comprising both formal and practical elements, participants shadow Senior Management and Executives giving them exposure throughout the business, and first-hand knowledge of how to be successful in the hospitality and tourism industry.

Alicia Gleeson, Crown Melbourne Executive General Manager - Human Resources, said,

***“Crown is extremely committed to Aboriginal Torres and Strait Islander employment and development because we want the very best talent that Australia has to offer. Our inclusive workplace means we have extraordinary talent, and that talent is sitting in our Indigenous Management Program.”***



Kyle Webb, Murray Riley, Stephanie Dadd-Zammit, Dion Murray, Amos Taylor  
Front Row: Dale Wandin, Lee Bevan Woodley, Ashley Tapim, Marley Wilson

# Our People - The Crown Difference continued

## Indigenous Employment Program

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 has grown substantially in the past financial year, as the Program closes in on its 600th Indigenous hire on the journey to creating 2,000 employment opportunities.

Over the past 12 months Crown has significantly invested in the Program, increasing the capacity and capability of its Indigenous Employment team in both Melbourne and Perth. The team has expanded to include former Hawthorn AFL Player and Indigenous community leader Chance Bateman building a greater presence within the Perth community. Chance's appointment also demonstrates Crown's commitment in assisting members of the community in employment transitions and building career pathways.

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.



The Hon. Ken Wyatt MP, EGM HR Damir Kucan, Indigenous Manager Sharon Ninyette, Minister for Aboriginal Affairs The Hon Peter Collier MLC, EGM Legal & Corporate Services Josh Preston, Chief Operating Officer Lonnie Bossi

## CASE STUDY

### Indigenous Supplier Diversity Program

As part of its commitment to Closing the Gap, Crown Resorts partnering with not-for-profit Business Station in Perth have developed the Indigenous Supplier Diversity Program (ISDP). The program has identified six Indigenous owned businesses in start-up to early stages of operation. Supporting the businesses in key areas; business advisory, management strategy and structure, training and workshops and networking and events assists these businesses to build their capacity to win corporate tenders.

The program launched at Crown Perth during NAIDOC Week 2016 by Minister for Aboriginal Affairs the Hon. Peter Collier MP, with Crown Chief Operating Officer, Lonnie Bossi to guests from community and the local business sector.

Crown Perth COO, Lonnie Bossi, said

***“Crown is committed to its Indigenous employment program, Building Stronger Communities, and will now create opportunities for Indigenous businesses to navigate the application process to become a preferred supplier of Crown resulting in further employment opportunities for Indigenous communities.”***

Crown continues to work with government at both the federal and state levels; Members of Parliament include the Minister for Human Services the Hon. Alan Tudge MP; Assistant Minister for Health and Aged Care the Hon. Ken Wyatt MP and the Western Australian Minister for Aboriginal Affairs the Hon. Peter Collier.

Executive General Manager of Human Resources, Alicia Gleeson was appointed to the Victorian Aboriginal Economic Board to advise Government on, and leverage support for, economic development opportunities for Aboriginal businesses and communities.

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, and the Western Australian Aboriginal Workforce and Development Committee.

**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. At Crown Perth Indigenous and non-Indigenous employees contributed to a community artwork, each leaving a mark with the finished artwork presented to the Western Australian Minister for Aboriginal Affairs, The Hon. Peter Collier MLA during NAIDOC Week.

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, Indigenous Business Australia educating on home ownership, AMP Corporate Super and Waincott Financial providing guidance to assist employees in realizing their financial goals, traditional dancers and modern dancers, painters and Indigenous political leaders. Crown is proud to continue supporting such an integral piece within the program.



Indigenous performers at the launch of Crown's Elevate RAP

# Our People - The Crown Difference continued

## **CROWNability**

Crown aspires to become a leader in transforming attitudes towards disability in our workplaces and in the broader community. To meet this aspiration, Crown is committed to creating inclusive workplaces that recognise our employees' abilities and partner with them to build a meaningful career at our resorts.

The CROWNability program, launched in 2014, was designed to ensure that people with a disability are given the opportunity to gain employment at Crown and build their own pathway to independence. Over the last two years Crown's workforce has been enhanced by the skills of more than 166 people who have taken up roles with the assistance of the CROWNability program.

Crown understands that while job placements are important, retaining and developing employees is critical to building a diverse and inclusive workforce. Crown's Australian resorts are currently achieving a 67.4% retention rate of employees placed through the CROWNability program.

There are five important elements of our CROWNability program:

- Providers - disability employment service providers working in partnership with Crown to refer potential talent.
- Pre-employment - working together with disability employment providers to prepare candidates for the job application and recruitment process and ensuring job readiness.
- Recruitment - working internally with the Crown recruitment team to provide a comfortable environment and experience for the candidates.
- Post-placement support - providing ongoing support and contact with new employees and providing mentoring opportunities.
- Community - working with our community to increase awareness to promote and provide additional support for CROWNability.

*"I take great pride in the leadership Crown has taken in developing an employment program that is focussed on drawing out the skills of people with a disability. Our CROWNability Action Plan is recognition of Crown's goal to lead the Australian business community toward sustainable employment outcomes for people with a disability."*

**Rob Rankin**  
Chairman, Crown Resorts

*"The CROWNability Action Plan highlights Crown's commitment to access and inclusion while building a foundation to engage with the community and attract, recruit and retain skilled and talented people with disability within Crown's resorts."*

**Suzanne Colbert AM**  
CEO, The Australian Network on Disability

*"Real empowerment for people with disabilities can only happen through employment. I am extremely proud to be associated with this program. It is great we have an organisation like Crown to grab this and be a real leader."*

**Kurt Fearnley**  
Australian Paralympic Gold Medallist and Crown's Disability Employment Ambassador

## CASE STUDY

### Simon Wood - Market & Co - Crown Perth

*"I have been working at Market & Co as a waitperson and at the same time I also work for room service."*

*"My role requires me to deliver excellent customer service, be friendly at all times and to keep an eye on detail. It's really important that the customer experience is also positive - I treat my customers like a guest visiting my own home."*

*How has the CROWNability program helped in your career?*

*"I really enjoying working at Crown. I have received great support from my managers. Support and follow up from CROWNability has assisted me in settling in. CROWNability is the very reason why I have a job."*

*What has been the best part of working at Crown Perth so far?*

*"My managers and my team are always accessible. They always provide me with guidance and also I feel my managers have confidence in me. This helps me deliver good customer service. I love the team I work with and we work together to achieve good results for the business."*

*What is your ultimate career dream?*

*"My immediate goal is to gain more experience in my existing roles, and once achieved work towards being a team leader."*



Simon Wood

# Our People - The Crown Difference continued

## Our CROWNability Action Plan

Realising our potential to do more, the CROWNability Action Plan will help guide Crown to expand and develop the program, helping to maintain its high retention rates and focus on sharing our practical outcomes with industry bodies.

The Action Plan contains aims, actions, responsibilities and timelines in each of these three areas:

### Relationships

We are committed to developing and nurturing partnerships in the Crown community with key stakeholders. We are determined to improve people's understanding of the challenges faced by people with disability as we work to become a disability confident organisation.

As well, we are committed to sharing the outcomes of our experience with our industry partners to encourage collaboration.

### Respect

We are committed to improving people's understanding, support and respect for people with disability. We are determined to remove barriers and promote people's skills and abilities.

### Opportunities

We are committed to providing opportunities for people with disability to gain real employment at Crown in a diverse range of roles. As an equal opportunity employer, we are determined to create a culture that provides real and sustainable employment opportunities.

Progress on the CROWNability Action Plan will be reported to Crown's Corporate Social Responsibility Board Committee.

## Leading the way in disability employment

Crown is proud to report a 48% increase in the recruitment of employees with a disability since financial year 2015. As of 30 June 2016, Crown reported a total of over 110 people who were employed through the CROWNability program.

CROWNability employees work in 62 departments in 46 different roles with an excellent retention rate, currently sitting at 67.4%.

To further advance disability employment at Crown, a disability action plan has been developed which articulates Crown's commitment to providing an accessible and inclusive work place for people with disability.

In 2016 CROWNability continues to develop the program and work closely with key stakeholders which include Disability Employment and Jobs active providers, the Department of Social Service and the Department of Employment, Australian Network on Disability and the Australian Human Rights Commission, Australian Hotels Association and the Chamber of Commerce and Industry of WA.

The ultimate goal of the CROWNability program is to find the right job fit and maintain sustainable job outcomes at Crown.

### CROWNability Disability Employment Ambassador - Kurt Fearnley

Crown continues to work with Kurt to assist in raising awareness of CROWNability and the career opportunities available for people with disability. Kurt has helped to promote positive attitudes towards disability at Crown Melbourne and Crown Perth. Kurt also plays an important part in promoting in breaking down the myths and misconceptions about people with disability.

### CROWNability Ambassador - Crown Perth

Crown Perth has engaged Perth paralympian Brant Garvey to assist in raising awareness of our CROWNability program at a local level and promote employment possibilities for people with a disability. Brant is a professional triathlete and member of the elite Australian paratriathlon team.

## Gender Equity

CEOs for Gender Equity is an Equal Opportunity Commission initiative bringing 18 influential Perth-based CEOs together to progress gender equity in Western Australia. CEO of Crown Resorts, Barry Felstead, was one of the eighteen founding CEOs who officially launched the CEOs for Gender Equity program in December 2014.

Crown Perth is actively involved in the program, with a representative on the Advocacy and Engagement sub-committee which focusses on: access to quality child care, female participation in STEM subjects in secondary school and the financial benefit to having a gender diverse leadership team.

*“I am proud to be one of the founding members of CEOs for Gender Equity. As a group of ‘influencers’ we are working to advance gender equity, creating positive and proactive change within organisations and the broader community. Importantly, CEOs for Gender Equity recognises that we must work together to address gender equity, it is not just about women, it is about everyone.”*

*“I believe that Crown is a stronger business due to our acute awareness of this topic, as we are able to draw from a broader range of skills, perspectives, and abilities of a well engaged and diverse workforce. As such, addressing gender equity is not just the right thing to do, it is the smart thing, and I would encourage all businesses to do the same.”*

**Barry Felstead**  
Chief Executive Officer  
Australian Resorts



Barry Felstead, CEO Australian Resorts, and Alicia Gleeson, EGM of Human Resources, with Crown Melbourne employees participating in the Women of Crown Management Program.

# Our People - The Crown Difference continued

## The Male Champions of Change

Victoria's Male Champions of Change (VMCC) initiative unites some of Victoria's influential male corporate, Government and community leaders to advance gender equality and more women into leadership positions. Convened by Victorian Equal Opportunity and Human Rights Commissioner Kate Jenkins (now the Federal Sex Discrimination Commissioner), the group works together on innovative approaches to help ensure women can thrive equally in communities and workplaces.

Crown has taken on the challenge of lifting the representation of women and gender equality across management and leadership positions, along with continuing to develop further awareness of the issue. Crown has committed to promoting and providing pathways to increase the number of women in management and leadership roles, looking at issues around work/life balance and identifying and addressing any inhibitors and unconscious bias. Across the business a range of gender equity targets have been set and board-level committees are overseeing progress.

## Gender Action Plan (in addition to VMCC)

Crown is currently developing a Gender Action Plan to directly address Gender Equity at Crown; ensuring action is taken to incorporate gender equity into all its practices/policies throughout the entire employee lifecycle.

- The Gender Action Plan will incorporate best-practice framework and elements such as:
- Attraction and retention
- Development (Talent Programs) - Executive and mid-level female participation in formal programs
- Engagement
- Parental leave - metrics to highlight the impact of parental leave on individual and organisation
- Promotion - Executive and mid-level female representation
- Flexible work
- Address everyday sexism in the workplace
- Personal leadership

## Women of Crown Management

On 8 March 2016, to mark International Women's Day, Crown Melbourne launched a Women of Crown Management Program, which is a program designed to create greater opportunities for women to take on senior management roles across the company.

Work is also currently underway at Crown Perth in relation to gender equity with the launch of the Women of Crown network to foster the talent of female leaders within the company.

## Employee Support

Crown launched its first Family and Domestic Violence Support policy across all its Crown Resorts properties in November 2015. This policy outlines support for employees that experience family and domestic violence, and providing a safe working environment. Support includes five days paid special leave per year, access to counselling and other referral services, flexible working arrangements, and an assurance of confidentiality. This support will also be included in Crown Melbourne and Crown Perth's respective enterprise agreements that cover the majority of the frontline employees.

## Reporting and Remuneration

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.

Crown has adhered to all reporting requirements in relation to Gender Equity and has consistently received compliance and 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.

## Lesbian Gay Bi-Sexual, Transgender and Intersex (LGBTI) Employee Network

The inclusion of the Lesbian Gay Bi-Sexual, Transgender and Intersex (LGBTI) Employee Network is an extension of Crown's broader workplace diversity and inclusion strategy. The network includes people from the LGBTI community such as employees, contractors, suppliers, customers and everybody else in which Crown operates. This will see the implementation of inclusive policies and practice, training and development and community engagement activities.



### More information

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

The Crown Diversity Policy is available on line 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 assess specific measures that are in place to evaluate the success of Crown as an equal opportunity employer, these include but are not limited to:

- Gender composition of the workforce;
- Equal remuneration between women and men;
- 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;
- Sexual harassment and discrimination; and
- Rate of return to work from parental leave.

## 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 six enterprise agreements in place that exceed Australian minimum standards for employment, which cover the majority of frontline and some management employees.

In March 2016, Crown underwent an external review of its current industrial relations (IR) environment to assess its maturity against seven key areas; namely Leadership and Business Strategy, Governance, Risk and Compliance, HR and Workplace Relations, Productivity, Employee Communication and Engagement, Union and External Relations, and Enterprise Agreement Negotiation Strategy. This audit confirmed Crown's strength in each area assessed and provided areas for improvement, such as further aligning IR strategies across Crown's properties, which has since been implemented with a central oversight of IR.

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. Committees have been set up within all major departments, additional to a committee across all departments to allow for employees to discuss and be communicated on broader matters. Members of all 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.

# Our People - The Crown Difference continued

Additionally, in December 2015, Crown Melbourne achieved 100% compliance following an external audit of its compliance against bullying and harassment WorkSafe standards.

For all employees at both Crown Melbourne and Crown Perth, consultation periods are carried out whenever changes to existing arrangements are being contemplated or introduced, and 100% compliance for consultation has been achieved where major change has occurred.

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

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

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.

## 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 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.

## Employee Competitions

To drive employee engagement and encourage fun, Crown runs at least one employee competition every month. To maximise participation from all employees, competitions are promoted via all employee communications channels available to ensure every employee has an equal opportunity to enter. Some examples of the most popular competitions in FY16 included 'Guess the number of Easter eggs', design the Crown Christmas card and the quarterly Crown CHAT magazine crossword. Prizes across several competitions have included winning flights for two including accommodation at the new Crown Towers Perth, tickets to the AFL and Gold Class cinema tickets.

## 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.

## 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

Crown's dedicated Employee Communications teams at Crown Melbourne and Crown Perth work closely together to drive employee engagement through a unified focus in delivering company messages, which assists in delivering a positive working environment for employees at both properties.

Examples include a joint quarterly employee magazine, cross-property employee competitions and promotion of cross-property campaigns such as the celebration of Crown's LGBTI Employee Network, the launch of its cross-property Crown Learn on line system and Crown's employment pathway for people with disability, CROWNability to name a few.

Crown's quarterly employee magazine also includes updates from Betfair and Crown Aspinalls properties, with a focus on celebrating employee achievements.

# Our People - The Crown Difference continued



Crown Perth employee

## 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 on line training module for all employees during financial year 2015. The induction software incorporates the latest in interactivity and behavioral 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.

## Employee Wellbeing

Providing a safe and supportive work environment is fundamental to Crown's commitment to employees' wellbeing. All employees have access to a supportive network of resources and opportunities to assist them as required.

Recently, a review of Employee Assistance Programs (EAP) was undertaken and resulted in the appointment of a new provider to commence in financial year 2017. The EAP is provided for all employees and their families who may need assistance. The benefit of offering an EAP is of enormous value for a company who is committed to employee wellbeing.

The EAP is a free and confidential counselling service offered by Crown to the employees and families of employees. This is a 24/7 counselling service offered over the phone and in person, offering certified and confidential assistance to those in need.

The Manual Handling Project aims to eliminate or reduce hazardous manual handling activities in the workplace. The program is the first of its kind to objectively analyse employees undertaking their roles and based on the findings, make recommendations to improve body positioning, provide technique training or modify the process of the way tasks are being undertaken.

The program will enable the assessment, monitoring and implementation of corrective actions via biomechanical assessments. This has included the consolidation of job analysis across both properties and the development of an App and sensor usability testing. Stakeholder engagement and communication plans all remain on track for delivery and successful implementation of the project scheduled for release by the end of 2016.

Crown's Health, Safety and Wellbeing Team have developed Workplace Adjustment processes to assist and support current and prospective employees through Crown's Disability Employment Scheme, CROWNability. A workplace adjustment is a change to a work process, practice, procedure or environment that enables a candidate or employee with a disability to perform the inherent requirements of the job. This process will forge a close working relationship with the CROWNability team, its candidates and ensure Crown provides a structure for equal employment opportunities within its diverse work environment.

## Occupational Health and Safety

Crown has experienced a number of key achievements in Health, Safety and Workers Compensation performance throughout 2016. By continuing to demonstrate effective claims and injury management practices, Crown has sustained strong performance outcomes and achieved the performance targets set for both properties. Training, awareness and acceptance of responsibility through CrownSAFE have all contributed to Crown's continued success within health and safety performance.

Managing High Risks is integral to continued safety performance. An annual High Risk audit, along with regulatory compliance audits continue to ensure Crown meets its legal obligations and requirements. In order to support and provide guidance for all parts of the business, scheduled verification reviews have been introduced. The verifications are a supportive and coaching mechanism to prepare, provide feedback and enhance understanding of responsibilities and functions of health and safety within local business units.

Crown has introduced an on line Permit to Work (PTW) system for managing High Risk activities. PTW is required for specific high risk activities performed on-site to ensure risks arising from those activities are well managed. To enhance accessibility and efficiency, Crown's PTW is a significant innovation and enables users to remotely request and manage their Permit to Work forms and approvals electronically via a web portal or mobile device app.

Providing a consistent approach to Crown's safety across properties ensures a common understanding, training, sharing of information and procedural development which

is integral to strengthening safety practices. As a result, a review of Crown's pool safety was undertaken for both properties, seeking the guidance from the governing body Royal Life Saving of Victoria and The Royal Life Saving Society of Western Australia. They were engaged to undertake a review, analyse and assess the risk of Crown's current practices and if required make recommendations to the current Pool Management Plans.

## Future Direction

Strategic planning and consistent process development have been the foundation of Crown's continued success in safety performance. Crown will build on this recent success by;

- Delivering of the new Manual Handling Program
- Investigating and introducing technology based solutions in health & safety
- Establishing and implementing a suite of Health & Wellbeing initiatives
- Targeting Injury Prevention Programs to minimise workplace injuries

The Contractor Controller training module is now being finalised for implementation in July. A key aspect of the training is to raise awareness of contractor management responsibilities and Incident and Hazard Reporting by contractors to support and strengthen workplace health & safety reporting processes already in place.

While these deliverables remain key to Crown's safety performance, continued focus on education, regulatory compliance and CrownSAFE understanding will all be considered integral to progressing its safety culture across the people within the business.



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



Crown Towers Melbourne

# 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 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 15,800 on-site at Crown Melbourne and 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 in line 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.

## Safety and Security

With more than 31 million visits per year, over 11,900 employees and more than 3,800 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 2016.

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.

Supporting Crown's security teams, a comprehensive closed circuit television 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.

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](http://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>

# World-Class Customer Experience continued

## Commitment to Responsible Gaming

Crown recognises that as one of the premier integrated resort companies in the world, it is important to provide customer service excellence throughout all parts of the business. Crown has consistently demonstrated its strong engagement and extensive commitment to delivering gaming responsibly. True to its goal of being a world leader in responsible gaming, Crown offers a variety of responsible gaming programs and services, supported by ongoing employee training and engagement in the community.

Crown's entertainment and gaming experiences are enjoyed by the vast majority of its customers, however, it is recognised that some customers may have difficulties with their gaming behaviours. Through raising awareness of responsible gaming, employee training and delivery of wide ranging responsible gaming programs and services, Crown's culture of exceptional service is sustained and inclusive.

Through Responsible Gaming Centres (as described below), communication, stakeholder engagement and employee training, Crown maintains an industry leading position in its delivery of responsible gaming.

## Responsible Gaming Centres

In line with Crown's culture of innovation and customer care was the establishment of a world first Responsible Gaming Support Centre at Crown Melbourne in 2002, followed by the introduction of the Responsible Gambling Information Centre at Crown Perth in 2009 (Responsible Gaming Centres). These Centres are dedicated facilities with specially trained employees available to assist customers 24 hours a day, seven days a week.

Over the years, Crown has introduced and has made available a number of responsible gaming programs and services to assist customers who may be experiencing difficulties with their gaming behaviours. The Responsible Gaming Centres are the principal point for engagement with customers.

Responsible Gaming Centres are facilities that are easily accessible and located separately from the casino gaming floor. Operating 24 hours a day, seven days a week, they are employeeesed by specially trained employees who are available to assist customers with responsible gaming information, assistance and referral to relevant government funded gambling help and other welfare services.



Responsible Gaming Support Centre



Responsible Gaming Centres offer a wide ranging set of harm minimisation services and programs, including:

- Provision of information to assist customers in managing their gaming behaviours and fostering responsible gaming;
- Referrals to problem gambling and financial counselling support services, other welfare organisations, and the provision of contact with and information about these organisations;
- Assistance and referral to services conducted on a strictly confidential basis;
- The availability of Psychologists (Melbourne only) experienced in the field of problem gambling to assist customers and significant others;
- Delivery of information regarding Self-Exclusion for customers who wish to ban themselves from the casino gaming floor and managing each resort's Self-Exclusion Program;
- Assistance and information regarding the Third Party Exclusion Program (Perth only) and assistance and referral for family members and significant others (Crown Melbourne);
- Supply of information about the Crown Play Safe Limits program and Victorian government state-wide pre-commitment scheme for gaming machines, 'YourPlay'; (voluntary money and time limit setting);
- Provision of information about Player Activity Statements;
- The availability of information in selected community languages; and
- Access to the Chaplaincy Support Service (Melbourne only) for customers and employees.

# World-Class Customer Experience continued

## Communication

Essential to ensuring information about responsible gaming programs and services is easily accessible to Crown's customers is comprehensive advertising using multiple communication channels. This includes availability of a variety of responsible gaming brochures (many of which are available in languages other than English) and continuous advertising throughout casino gaming floors and on gaming products.

Each resort's website contains relevant information about Crown's responsible gaming programs and services, as well as details about government welfare services. Responsible gaming brochures are able to be downloaded, and each resort's Responsible Gambling Code of Conduct/Practice (Code) are also available via the website.

Ensuring employees are kept informed about Crown's responsible gaming programs and services is key to maintaining the customer service excellence Crown is renowned for. Similar to customer communication, employees are informed using multiple communication channels in back of house areas, including the use of electronic communication, brochures and employee kiosks. Further, Responsible Gaming department employees regularly attend employee briefings to deliver responsible gaming information.

Responsible Gambling Awareness Week (RGAW) is an annual event held in many states in Australia as a partnership with local government, the gaming industry and community groups. This is one of the key responsible gaming communication opportunities for each resort and it is activated with both customers and employees in front and back of house areas. The week promotes the concept of responsible gaming at an individual, gaming industry, government and community level. Crown has participated in RGAW since inception in 2006 and for many years has hosted an event in support of RGAW activities. Crown is a member of each resort state's RGAW Steering Committee.

## Engagement

Crown consistently engages with various government and community organisations in matters relating to responsible gaming and promoting Crown's extensive programs and services. Regular professional development and information sessions are conducted both at the Responsible Gaming Centres and at external organisations' premises. Ongoing relationships have been established with a number of these bodies, for example Gambler's Help/Gambling Help WA, Chinese Peer Connection, Peer Connection, Salvation Army and Study Melbourne Student Centre.

Crown is a member of the National Association for Gambling Studies (NAGS), an organisation that aims to promote discussion and research into all areas of gambling activity and has presented at several NAGS Annual Conferences, including at the November 2015 Annual Conference.

Further, Crown is a member of and has participated in the 2016 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).

In Western Australia, Crown Perth is a member of the Problem Gambling Support Services Committee Working Group and the Gaming Community Trust Committee. Crown Melbourne is represented on 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.

In this reporting period, Crown Melbourne has participated in a Responsible Gambling Council (Canada) 'Insight Project' and has been invited to present at Victorian Commission for Gambling and Liquor Regulation and Victorian Responsible Gambling Foundation events and seminars.

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

## Responsible Gaming Training

Crown has an outstanding record in employee training and education at all levels in both resorts and invests heavily in training to meet its high service standards. The Responsible Gaming department at each resort, at induction, together with the renowned Crown College, deliver training using modern learning techniques which include on-line and facilitator led training.

In order to deliver customer service excellence in all areas, Crown's extensive Responsible Service of Gaming Training programs commenced for each employee on their first day at each resort, followed by on-line training and refresher training at least every two years for relevant employees. Additional and tailored training is offered for relevant managers and senior managers, including refresher training.

Training includes instruction on Crown's responsible service of gaming, responsible gaming programs and services, observable signs that may be displayed by customers who may be experiencing problems with their gaming behaviours, the Code, and

assistance available to customers and employees through the Responsible Gaming Centres. At Crown Melbourne, the Responsible Service of Gaming Training course is approved by the Victorian Commission for Gambling and Liquor Regulation.

Responsible Service of Gaming training is regularly reviewed and updated, and on-line training has been developed using interactive learning examples.

Crown ensures employees are kept informed about responsible gaming information for employees. Information is widely available for employees on what to do should they experience problems with their own gaming behaviours. This includes:

- Crown provides an independent Employee Assistance Program for all its employees; a free and confidential service;
- Crown Melbourne has available the Chaplaincy Support Service; a facility that is available for both employees and customers; and
- No employee of Crown is permitted to gamble at the property where they work. This is regularly communicated by the Compliance Departments.

## Evaluation

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

Reviews and evaluations are conducted via:

- 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 Resorts Responsible Gaming Board Committee, reports of global initiatives and programs;
- The annual review of the Code, (Crown Melbourne submitted to the regulator); and
- The VCGLR Casino Operator and Licence Review (Crown Melbourne) (every five years, with the most recent in June 2013).

## Future Direction

Crown's responsible gaming programs and services are world leading. Crown will continue to review and refine its responsible gaming programs and services and engage with relevant stakeholders and activities such as conference participation to ensure currency of information and exceptional customer service delivery.



### More information

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

Crown Melbourne Responsible Gambling Code of Conduct - <https://www.crownmelbourne.com.au/casino/responsible-gaming/crown-responsible-gambling-code-of-conduct>

Crown Perth Responsible Gambling Code of Practice - [https://www.crownperth.com.au/getmedia/d359960a-d290-40a7-8937-1a0af74303c2/1301-09-RSG-Code-of-Practice\\_WEB-version.pdf.aspx](https://www.crownperth.com.au/getmedia/d359960a-d290-40a7-8937-1a0af74303c2/1301-09-RSG-Code-of-Practice_WEB-version.pdf.aspx)

Crown Resorts Limited Annual Report 2016

Crown Resorts Board Responsible Gaming Committee Charter - <http://www.crownresorts.com.au/CrownResorts/files/77/77e5aaff-bcbd-4c49-a027-cdb68a5158bf.pdf>

VCGLR Casino Operator and Casino Licence Review (last review June 2013) - [http://assets.justice.vic.gov.au/vcglr/resources/4c34823f-c998-40a3-99c6-f49bdabb22cf/report\\_fifth+casinoreview\\_finalreport\\_lo-res-version.pdf](http://assets.justice.vic.gov.au/vcglr/resources/4c34823f-c998-40a3-99c6-f49bdabb22cf/report_fifth+casinoreview_finalreport_lo-res-version.pdf)

Crown Melbourne Responsible Gaming webpage - <http://www.crownmelbourne.com.au/responsible-gaming>

Crown Perth Responsible Gambling webpage - <https://www.crownperth.com.au/casino/responsible-service-of-gambling>

<https://www.gamblersresponsibly.com.au>

## CASE STUDY

### Crown Melbourne Gambler's Help Engagement

Crown Melbourne identified an opportunity to further develop the relationship with Government funded Gambling Support Services and arranged a 'Gambler's Help Seminar' for Gambler's Help Services. All metropolitan Gambler's Help services were invited with many participants attending.

The Seminar included demonstrations at the award winning Crown College of the three main table games (blackjack, roulette and baccarat), explanations of the rules of the games and an opportunity to play the games to get a sense of what their clients may experience. The session also provided an in depth look at the internal workings of a gaming machine where participants were able to see the inside of a gaming machine and be provided with an explanation of the random number generator and some of the myths surrounding gaming machine play.

At the conclusion of the gaming session, a facilitated discussion was held to address how both Gambler's Help and Crown Melbourne can achieve positive outcomes for customers who identify as having issues with their gambling behaviour.

The Seminar was very well received, offering Gambler's Help counsellors an opportunity to understand the casino environment, which they reported assists them when interacting with clients who play casino games.



Responsible Gambling Support Centre

# 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)*





# The Bigger Picture

## Australia's tourism potential

Australia is consistently rated as one of the most desired tourism destinations in the world. The nation's natural beauty, safe cosmopolitan cities and friendly people have become key points of difference in an increasingly cluttered and competitive international marketplace.

In the year ending June 2016 Australia welcomed a record 7.85 million visitors, an increase of 10 per cent on the previous year. Much of the record increase in visitors can be attributed to the significant growth in key visitor markets from Asia.

Asian markets with their growing middle class have become the key drivers of Australia's tourism industry. In financial year 2016 Australia attracted more than 1 million Chinese tourists for the first time, an annual increase of more than 22%. Other markets in North Asia grew on average by 19.9% with once stagnant markets such as Japan returning to double digit growth.

The growth of tourism from the Asian region presents Australia with considerable economic opportunities. Asian markets are forecast to continue driving the growth of the Australian tourism industry over the next decade with China generating 60 percent of total expenditure growth by 2025.

## Investing to attract Asian tourism

Crown is focussed on the emerging economies of Asia and its middle class travellers and is investing in its resorts and people to meet the demands of this market trend. Its resorts in Melbourne and Perth are already leading destinations for luxury travellers from Asia together attracted more than 31 million visits in 2016 making them among the most visited tourism destinations in Australia.

Crown is investing billions in new tourism infrastructure that will attract additional middle-class and high-net-worth visitors from Asia. From financial year 2012 to financial year 2019 Crown will spend more than \$2.8 billion upgrading and building new assets in Australia.

Crown's investment pipeline includes Crown Towers Perth, a \$645 million world-class six-star hotel that will open in December 2016 and the Crown Sydney Hotel Resort expected to open in 2021. Crown is also planning to build and operate a new six-star hotel on the site adjacent to Crown Melbourne.

In addition to its significant investment in tourism infrastructure Crown also invests heavily in its people to deliver world-class services and experiences at its resorts. To ensure world-class skill development at our resorts Crown has built a \$10 million dedicated training facility in Melbourne's Crown College' and also opened a Crown College in Perth.



# The Bigger Picture continued



Crown Melbourne resort

All Crown employees receive career development and training opportunities through the award-winning Crown College in their workplace. To date Crown has graduated more than 7,600 apprentices and trainees through Crown College with the necessary skills required to build a career in the growing tourism and hospitality industry.

Crown's dedicated training facility ensures that all training programs reflect contemporary skills demanded by the industry and also provides hands on experience to its students while addressing the national skills deficit in key tourism and hospitality professions.

## Partnerships to attract visitors to Australia

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 plays 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;
- Tourism Accommodation Australia (The Australian Hotels Association);
- The Victorian Tourism Industry Council
- 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's 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 2016, Crown paid more than \$625 million in taxes to all levels of Australian Governments, which amounts to approximately two thirds of Crown's Australian normalised profit before tax.

Crown continues to be the largest single site private sector employer in both Victoria and Western Australia. More than 15,800 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. Employment at Crown's Melbourne and Perth resorts has also increased from 10,065 in 2005 to 16,744 in 2016.



# The Bigger Picture continued

## Environmental Responsibility

This year saw a further increase in environmental action across Crown's two resorts, as Crown continues to work towards being the leader in sustainable business practices in the gaming and entertainment industry. Focusing on three major areas - energy efficiency, water conservation, and waste reduction - Crown has implemented several programs to reduce its environmental impact, and this year has achieved a reduction in greenhouse gas emissions intensity of 5.2% per area and 4.8% per \$EBITDA compared to financial year 2015.

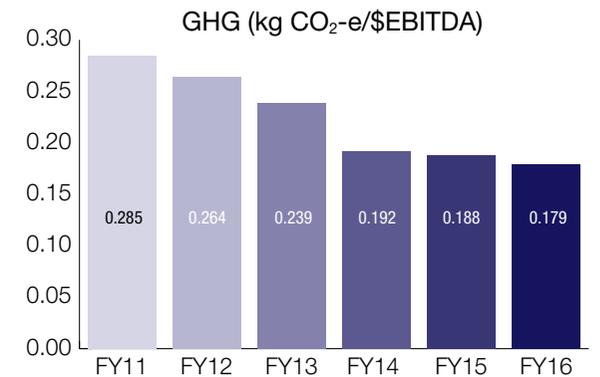
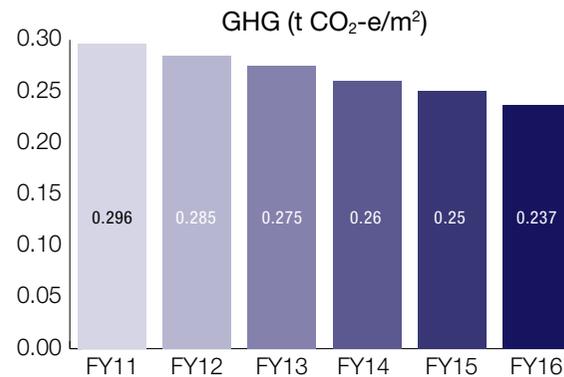
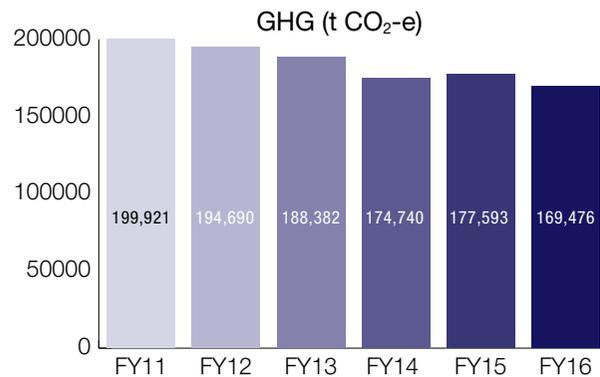
Crown Melbourne and Crown Perth work together closely to develop and implement strategies for both properties that will reduce their impact on the environment and contribute to developing more sustainable practices. Crown's Environment Committees have representatives from each major business unit from both properties focussing on numerous energy, water and waste management initiatives.

In 2015, Crown Melbourne launched CROWNEARTH as a way of both recognising and uniting the work it has been doing in environmental sustainability since 2010. CROWNEARTH is a policy, a strategy, a plan, actions, and outcomes - and it is also a brand, instantly recognised by managers and employees, that signifies and reinforces Crown's commitment to the environment in all aspects of its operations, from choosing suppliers to emptying rubbish bins.

The launch of CROWNEARTH marks the mid-way point in implementing a 10-year strategic plan that has three key goals:

- To reduce Crown Melbourne's environmental footprint by focusing on three main areas: energy efficiency, water conservation, and life-cycle management;
- To be a leader in sustainable business practices in the hospitality, tourism and entertainment industry; and
- To make environmentally-sensitive decisions and actions part of everyday business.

## CROWNEARTH



We have education campaigns for employees and stakeholders that are predominantly via electronic communication in order to reduce unnecessary use of paper and printing. These communications encourage employees to be environmentally aware in all spheres of their lives, as well as at work, and include our weekly e-newsletter, quarterly employees magazine, electronic communication kiosks, and our dedicated CROWNEARTH site on our intranet. The progress and achievements of projects are communicated to employees via education programs and our internal communications.

### 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.



The total reduction in carbon emissions at Crown Melbourne during the financial year was equivalent to powering **370 homes<sup>1</sup>**

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>



Maintenance being conducted on one of three heat exchangers for Crown Melbourne's swimming pools - one of the property's many energy saving initiatives.

# The Bigger Picture continued

All potential suppliers and contractors to Crown are required to provide information on their environmental 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 on line induction programs, formal training of relevant employees and internal forms of communication.

Crown's environmental sustainability on line training module continued to reduce the environmental footprint of all employees and contractors working at both properties. The module incorporates the latest in interactivity and behavioural change concepts to ensure optimal uptake from participants.

## 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 2016, 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 seventh 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](http://www.cdproject.net)).

Both Crown Melbourne and Crown Perth conduct annual internal or external 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 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, the Energy Users Association of Australia and the Green Building Council 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 Greenhouse Gas (GHG) emissions across both properties to identify areas for improvement. Despite increasing business activity across the Melbourne and Perth properties, this year Crown achieved a reduction in GHG emissions intensity of 5.2% per area and 4.8% per \$EBITDA compared to financial year 2015. 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 six years, Crown Melbourne has embarked on an energy efficiency upgrade project that has reduced emissions intensity by 21% per area and 38% per \$EBITDA compared to financial year 2011. The project involved the retrofitting of 140,000 lamps and 1,200 sensors, IT system optimisation serving 3,500 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.

Crown has continued the next stage of its energy efficiency upgrade which involves rolling out BUENO (Built Environment Optimisation) across the Melbourne and Perth complexes. Maintaining energy reductions in facilities 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 6% to 8% in energy savings.

All of our energy efficiency projects for this year have resulted in a CO<sub>2</sub> abatement of more than 4,500 tonnes, the equivalent to powering more than 370 homes or removing 1,100 cars from the streets<sup>1</sup>.

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 Mansions, car park, food court, Silks, Junction Grille and back-of-house areas.

Crown Perth continued its largest energy upgrade project to date with the building automation system (BAS) upgrade. The upgrade has incorporated the latest in energy efficiency equipment and controls technology to minimise energy consumption from heating, cooling and ventilation systems.

The BUENO system was rolled out at the Convention Centre. Together with the BAS upgrade, this resulted in a reduction in energy consumption of 24%.

## 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 has now reported on the environmental impact of the domestic and international commercial airline and taxi travel undertaken by Crown's employees. This information is included in the Performance Data section of this report.

## Water Conservation

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

Crown consistently monitors and reports on its water consumption across both properties to identify areas for improvement. Overall Crown's water consumption decreased by 1.5% compared to financial year 2015.

Since 2010, Crown Melbourne has invested in a number of water efficiency projects,



Recycling rates have increased from 41% to **71.6%** for both properties



Lighting in events areas have been upgraded using the latest LED 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>

# The Bigger Picture continued

resulting in significant water consumption savings. Together with Crown's rainwater harvesting systems, they have the potential to save 6 million litres of drinking water every year. Crown has 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.

## 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 2016 and the overall recycling rate increased by 3.3%.

Crown Melbourne currently recycles more than 20 different recycling streams including soft plastic, green waste, polystyrene, e-waste, food, metal, fluorescent tubes, batteries, oil, 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.

## 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. In partnership with Climate Friendly, Crown continued to offer its Carbon Offset program for guests in our hotels and events facilities. The program, a

first in the hospitality and entertainment industry, was re-certified in 2016 under the Australian Government's National Carbon Offset Standard. When a guest voluntarily offsets their hotel stay, function, or conference event, Crown offsets their emissions by purchasing carbon credits in Tasmanian forestry projects.

Crown also partnered with Carbon Neutral to offset emissions from its gas brigades and transport. These carbon credits are generated from projects that have been certified as Gold Standard under the Voluntary Carbon Standard and approved through the Australian Governments' National Carbon Offset Scheme. Crown will purchase carbon credits generated from the Yarra Yarra Biodiversity Corridor native reforestation project.

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 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.

## The Bigger Picture continued



Woodland next to Preston Water Project in WA to be revegetate

## CASE STUDY

### Carbon Offset Program: Yarra Yarra Biodiversity Project

Crown has partnered with Carbon Neutral to offset emissions from its gas brigades and transport. These carbon credits are generated from projects that have been certified as Gold Standard under the Voluntary Carbon Standard and approved through the Australian Government's National Carbon Offset Scheme. Crown will purchase carbon credits generated from the Yarra Yarra Biodiversity Corridor native reforestation project. The Yarra Yarra Corridor is located in Western Australia's northern agricultural region about 400 km north of Perth. The Corridor features diverse ancient landscapes, from heavily weathered forming sandplains to heavier more fertile red brown clay loams. Most of the lakes and channels are saline, some naturally and some because of the massive clearing of the Wheatbelt which has led to rising hypersaline groundwater tables.

Conservation International identified Southwest Australia as one of only two globally significant biodiversity hotspots in Australia. These are regions that have an exceptionally high number of plant and animal species found nowhere else in the world. Only 35 of these hotspots occur worldwide and they account for 90% of all species on earth. It is therefore imperative that these 'megadiverse' areas be protected

to ensure their survival and restoration. The Yarra Yarra Biodiversity Corridor includes private and public lands which provide critical habitat for wildlife.

The project aims to reconnect valuable remnants by planting trees, shrubs and ground cover at selected key sites, mostly non-productive farmland. This will help establish habitat stepping stones and links for biodiversity to move and disperse through the landscape. By re-connecting drier inland habitats with their coastal counterparts, the Yarra Yarra Biodiversity Corridor will help protect and recover our endangered and declining woodland and shrubland fauna such as Malleefowl, Carnaby's Black-Cockatoo, Crested Bellbird, Western Yellow Robin and Western Spiny-tailed Skink. This is Australia's largest revegetation project based on biodiversity and carbon capture

As well as enhancing biodiversity and sequestering greenhouse gas emissions, the project supports local indigenous communities with employment opportunities, contributes towards reducing soil salinity; saves and restores water quality; cuts soil and water erosion and provides windbreaks. Every year for five years our planting sites will be monitored for health and survival. Monitoring reports will be posted on Carbon Neutral's website. The trees will be legally protected for 100 years by a Carbon Right and Carbon Covenant.



Clayton Lewis, Indigenous Projects Coordinator



## The Bigger Picture continued



Indigenous Supplier Programme launch with Peter Collier, WA state Minister Indigenous affairs and Education.

## 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 our purchasing power for good will deliver better results for Crown in the long term. Whilst delivering value for Crown, we are also helping many of our 4,800 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 in improving 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 Sustainable Supply Chain Management (SSCM). 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.

A Sustainable Supply Chain (SSC) is one that engages in economically, environmentally and socially responsible practices at all stages - from sourcing of raw materials, to disposal of the final product. Crown is actively working with its suppliers, employees, customers and waste management contractors to improve the way in which products Crown uses are made and distributed, consumed, and ultimately disposed.

### SSCM Framework

The potential benefits of improved sustainable supply performance is a compelling business proposition. Crown recognises that through the introduction of a SSCM Framework we can enjoy significant economic, environmental and social benefits including;

- Cost savings
- Reputation management
- New innovation
- Employee engagement
- Environmental and social benefits

Crown is committed to the design of a framework that guides us toward the objective of being a leader in SSC management where suppliers and Crown work collaboratively to drive sustainable value through the enhancement of our processes and practices. We believe that ultimately this will help us protect against the economic, social and reputational cost of labour exploitation, human rights violation and environmental problems. At the same time it will help us increase productivity and save on costs related to energy, water use and reduce waste and toxic chemical disposal.

## Sustainable Supply Chain Strategy

The management of environmental, social and economic impacts and the encouragement of good governance practices is a key SSC objective for Crown.

We are focussed on our own internal processes and practices as well as promoting appropriate processes and practices to our suppliers and our suppliers' suppliers.

During financial year 2016, Crown engaged Ernst and Young to provide an independent assessment of its current sustainable supply chain management approach against best practice standard ISO 20400 Sustainable Procurement, and make recommendations about how we can maintain leading practices .

The standard outlines the best practice approach to implementing sustainable practices within procurement processes and ongoing management of the processes.

The standard focusses on three areas:

- Policy and strategy: establishing organisational commitment, including integrating sustainability commitments into procurement policy and planning implementation strategy
- Enablers: organising the procurement function towards sustainability, such as governance, employee training, establishing responsibilities, engaging with suppliers and internal customers, risk management, and measuring outcomes
- Procurement process: integrating sustainability in each stage of the procurement cycle, including planning, pre-qualification, criteria definition, supplier selection, contract management and continuous improvement.

In the future, Crown will use these standards to benchmark what leading position means.

### Ethics in Procurement

For procurement, being ethical means that our processes and the people involved in them demonstrate integrity, uprightness and honesty.

Crown is committed to conducting its procurement ethically; we are also committed to ensuring an ongoing dialogue exists between procurement and its suppliers as well as its personnel and internal business units; with continuous and ongoing improvement as part of Crown's sourcing activities.

These standards are reinforced when participants are required to acknowledge and confirm their acceptance to, and compliance with, Crown's Code of Conduct and the Procurement Policy.

# The Bigger Picture continued

## 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.

Crown's Procurement Policy 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 drive compliance against standards that are important to Crown.

The Procurement Risk Framework is tailored to the procurement process and 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.

As a result when our procurement professionals visit suppliers factories and processing plants they naturally look for evidence of labour practices, health and safety and environmental standards.

Crown endeavours to work with suppliers to reduce the financial, social and environmental impact of products and services. Transparency in our supply chain is a challenge; however by encouraging suppliers to adopt industry standards and global frameworks, we will start to gain clarity well beyond our first tier relationship.

Recently implemented e-procurement technology is also providing the ability to view supplier's performance and sourcing data, track this over time and incorporate these into business decisions and supplier selections.

Crown believes that regular communication with its stakeholders is imperative to the success of the SSC Strategy. Sustainability expectations are communicated to suppliers and Crown employees via:

- Bi-annual supplier forums
- Crown's supply chain events calendar
- On line training webinars

- Procurement and supply Australasia workshops
- Supplier relationship management process

## 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 fulfill 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.

More than 95% of spend is paid to Australian owned businesses varying in size and scale from large telecommunications businesses to locally owned family businesses.

On average 55% of each property's spend is procured within the state it is located, with 40% sourced outside the home state but within Australia.

A high proportion of Crown's fish, 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 Mayura Station Wagyu Beef out of Canunda, 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 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.

This year Crown launched a business development program for local indigenous suppliers. The program which was born out of Crown's Reconciliation Action Plan recognises the challenges associated with successfully doing business with an organisation like ours, and provides relevant and practical training and support to indigenous businesses, that may eventually lead to a supply arrangement with Crown.

## Sustainability Reporting

Last year Crown made a commitment to invest in technology that would allow Crown to solicit and report on Crown's progress toward minimising social and environmental impacts of our buying decisions.

In January 2016, a new e-Procurement system was launched, that allowed Crown to gain insights into its diverse supply base.

Incorporating a self-service portal, Crown has been able to start a data collection process that has helped Crown gain transparency and insight about the sustainability of our organisational activities and those of our suppliers.

Spanning a range of criteria which includes;

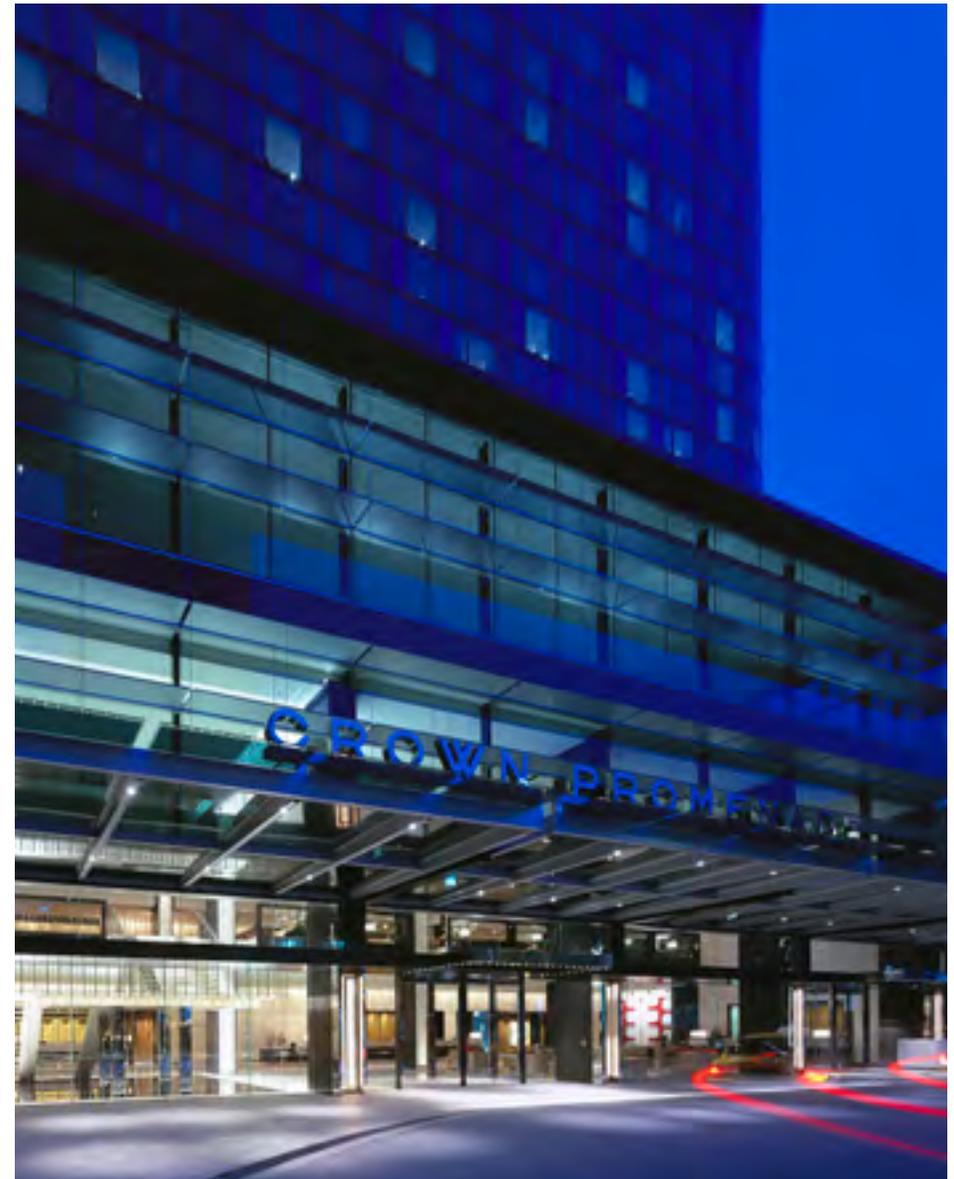
- Greenhouse Gas emissions
- Waste reduction
- Health and safety
- Human rights
- Environmental Impacts; and
- Indigenous partnerships

Suppliers are asked to tell us about their CSR accomplishments, initiatives and activities. In so doing, it emphasises the importance of this CSR accomplishments in our supplier selection process and we have seen a corresponding lift in interest from our suppliers and their interest in CSR initiatives.

Crown invited over 400 of its strategic suppliers to complete and update profiles within the portal, with almost 20% providing supporting data to date. It is important for Crown to have a clear picture of the social and environmental activities of all of our key supply partners

For all new vendors it is mandatory that supplier profiles are completed prior to commencing business with Crown as part of its sourcing pre-qualification and supply risk assessment processes.

The result is a collection of data that gives Crown a better understanding of our supplier's activities. This information is used to explore opportunities with those involved in bringing products and services into our business, which in turn will help create, protect and grow long term sustainable value.



# The Bigger Picture continued

## CASE STUDY

### Port Phillip Bay Scallops

Crown Melbourne partnered with Port Phillip Bay Scallops to run a promotion in Nobu, Koko and Silks.

The promotion aimed to provide Crown's customers a premium live scallop in addition to promoting the WILD AND LOCAL, CLEAN AND GREEN aspects of the supplier and its award winning produce.

The scallops are collected by divers from the pristine waters of Port Phillip Bay, Victoria, Australia. They grow naturally and are native to the area, gathering in clusters throughout the bay.

Each handpicked scallop has gone through at least two spawning cycles, ensuring that it has had an opportunity to populate the bay with new scallops.

Scallops are quick growing, and only take about two and a half years to grow to harvestable size.

Whilst only harvesting a very small percentage of the scallops in the bay, annual surveys are conducted by the supplier and scrutinised by Fisheries Victoria, to ensure the long term health of the fishery which in turn stimulates the local economy and job market

By incorporating sustainability criteria in its sourcing decision, Crown has been able to offer a sustainable and locally available alternative to the frozen Chinese scallop.



# Responsible and Ethical Behaviour



Caption

# Responsible and Ethical Behaviour continued

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 2016 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 employees 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 are focussed to help prevent, detect and report instances of bribery and corruption as well as any other suspicious activity or wrongdoing.



Crown Melbourne employee presenting during Responsible Gambling Awareness Week

# Responsible and Ethical Behaviour continued

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 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.

# Responsible and Ethical Behaviour continued

## Internal Audit

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

Employees 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 Shareholders



Caption

# Our Reporting and Our Shareholders continued

This is Crown's third Corporate Social Responsibility Report. This report builds upon the previous two and relates to Crown's two Australian properties, Crown Melbourne and Crown Perth, for financial year 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](http://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
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.

Material Issue	Issue Description	External Impact
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.
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
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

Material Issue	Issue Description	External Impact
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

Table 1: Crown's material issues 2016

 **More information**

For information about the Global Reporting Initiative go to [www.globalreporting.org](http://www.globalreporting.org)  
 Please see the GRI Content Index section for a complete list of the aspects identified as material under the GRI framework.

# Our Reporting and Our Shareholders continued

## 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.

## 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"> <li>■ Market research - customer experience surveys</li> <li>■ Customer feedback channels</li> </ul>	<ul style="list-style-type: none"> <li>■ Positive customer experience (value, quality of service, quality of property etc.)</li> <li>■ Responsible Service of Gaming</li> <li>■ Responsible Service of Alcohol</li> <li>■ Safety and security (physical and data)</li> <li>■ Privacy</li> <li>■ Anti-corruption</li> <li>■ Environmental Sustainability</li> <li>■ Ethics and Governance</li> </ul>

Stakeholder Group	Engagement Activity	Areas of Interest
<b>Employees</b>	<ul style="list-style-type: none"> <li>■ Intranet</li> <li>■ Employee feedback groups</li> <li>■ Confidential alert lines</li> <li>■ Internal social media</li> <li>■ On-site Union information desks</li> <li>■ Employee Surveys</li> <li>■ Meetings and briefings</li> <li>■ Formal consultation</li> </ul>	<ul style="list-style-type: none"> <li>■ Diversity (gender, cultural and linguistic, Indigenous and disability)</li> <li>■ Employee pride and engagement</li> <li>■ Personal development (learning and career opportunities)</li> <li>■ Ethics and business conduct</li> <li>■ Well-being, work life balance</li> <li>■ Unions</li> <li>■ Environmental Sustainability</li> </ul>
<b>Regulators (State and Federal)</b>	<ul style="list-style-type: none"> <li>■ Meetings</li> <li>■ Licence reviews</li> <li>■ Focus groups</li> <li>■ Participation in consultation process</li> </ul>	<ul style="list-style-type: none"> <li>■ Governance, Ethics and Business Conduct</li> <li>■ Responsible Service of Gaming</li> <li>■ Responsible Service of Alcohol</li> <li>■ Safety and security</li> <li>■ Anti-corruption</li> </ul>
<b>Government</b>	<ul style="list-style-type: none"> <li>■ Meetings and briefings</li> <li>■ Participation in consultation process</li> </ul>	<ul style="list-style-type: none"> <li>■ Tourism development</li> <li>■ Hospitality sector development</li> <li>■ Economic impact</li> <li>■ Urban revitalisation</li> <li>■ Environmental Sustainability</li> </ul>

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

Table 2: Stakeholder Identified Areas of Interest

# Third Party Assurance

To provide Crown's stakeholders with a greater level of confidence in the report, Crown engaged Bureau Veritas (a licensed AA1000 Assurance Provider) to conduct a limited assurance on this report. The assured aspects are provided in the GRI Content Index.

# Performance Data



# Performance Data

## Employee Demographics

Crown Resorts' 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 and Betafir employees are excluded from all tables and figures (unless specified otherwise)

### Permanent Employees Vs Non-Permanent (Contractors) Employees

Property	Contractors & Tenancy	Permanent Employees	Total
Crown Melbourne	2,590	7,457	10,047
Crown Perth	1,305	4,526	5,831
<b>Grand Total</b>	<b>3,895</b>	<b>11,983</b>	<b>15,878</b>

### Employees by Employment Contract

Emp Status	Casual	Full-Time	Part-Time	Total
Crown Melbourne	1284	3836	2337	7,457
Crown Perth	1104	1790	1632	4,526
<b>Total</b>	<b>2,388</b>	<b>5,626</b>	<b>3,969</b>	<b>11,983</b>

### Crown Melbourne - Indigenous Employment, by Age & Employment Type

Age	Casual	Full-Time	Part-Time	Total
<18	0	0	0	0
18 - 24	13	7	27	47
25 - 34	6	17	9	32
35 - 44	4	4	2	10
45 - 54	0	1	0	1
55 +	0	1	0	1
<b>Total</b>	<b>23</b>	<b>30</b>	<b>38</b>	<b>91</b>

### Crown Melbourne - Indigenous Employment, by Gender & Employment Type

Gender	Casual	Full-Time	Part-Time	Total
Female	13	14	15	42
Male	10	16	23	49
<b>Total</b>	<b>23</b>	<b>30</b>	<b>38</b>	<b>91</b>

### Crown Perth - Indigenous Employment, by Age & Employment Type

Age	Casual	Full-Time	Part-Time	Total
<18	0	0	0	0
18 - 24	9	3	18	30
25 - 34	7	5	14	26
35 - 44	2	4	7	13
45 - 54	3	2	2	7
55 +	0	1	2	3
<b>Total</b>	<b>21</b>	<b>15</b>	<b>43</b>	<b>79</b>

### Crown Perth - Indigenous Employment by Gender & Employment Type

Gender	Casual	Full-Time	Part-Time	Total
Female	12	6	21	39
Male	9	9	22	40
<b>Total</b>	<b>21</b>	<b>15</b>	<b>43</b>	<b>79</b>

### Indigenous Employment Effectiveness

Property	Permanent Employees	Indigenous	Percentage
Crown Melbourne	7,457	91	1.22%
Crown Perth	4,526	79	1.75%
<b>Total</b>	<b>11,983</b>	<b>170</b>	<b>1.42%</b>

### Indigenous Employee Retention

Property	Hired	Terminated	Retained	Retention Rate
Crown Melbourne	46	34	12	73.91%
Crown Perth	47	32	15	68.09%
<b>Total</b>	<b>93</b>	<b>66</b>	<b>27</b>	<b>70.97%</b>

### Crown Melbourne - Disability (CROWNability) Employment, by Age & Employment Type

Age	Casual	Full-Time	Part-Time	Total
<18	0	0	0	0
18 - 24	9	0	6	15
25 - 34	6	4	7	17
35 - 44	6	2	0	8
45 - 54	3	1	4	8
55 +	0	0	1	1
<b>Total</b>	<b>24</b>	<b>7</b>	<b>18</b>	<b>49</b>

### Crown Melbourne - Disability (CROWNability) Employment, by Gender & Employment Type

Gender	Casual	Full-Time	Part-Time	Total
Female	2	6	3	11
Male	22	1	15	38
<b>Total</b>	<b>24</b>	<b>7</b>	<b>18</b>	<b>49</b>

### Crown Perth - Disability (CROWNability) Employment, by Age & Employment Type

Age	Casual	Full-Time	Part-Time	Total
<18				0
18 - 24	9		13	22
25 - 34	3	6	5	14
35 - 44	2	3	5	10
45 - 54	1	2	4	7
55 +	3	4	2	9
<b>Total</b>	<b>18</b>	<b>15</b>	<b>29</b>	<b>62</b>

### Crown Perth - Disability (CROWNability) Employment by Gender & Employment Type

Gender	Casual	Full-Time	Part-Time	Total
Female	10	3	5	18
Male	8	12	24	44
<b>Total</b>	<b>18</b>	<b>15</b>	<b>29</b>	<b>62</b>

### Disability (CROWNability) Employment Effectiveness

Property	Permanent Employees	CROWNability	Percentage
Crown Melbourne	7,457	49	0.66%
Crown Perth	4,526	62	1.37%
<b>Total</b>	<b>11,983</b>	<b>111</b>	<b>0.93%</b>

# Performance Data continued

## Disability (CROWNability) Employee Retention

Property	Hired	Terminated	Retained	Retention Rate
Crown Melbourne	24	14	10	58.33%
Crown Perth	28	13	15	46.43%
<b>Total</b>	<b>52</b>	<b>27</b>	<b>25</b>	<b>51.92%</b>

## Employees by Gender

Company	Female	Male	Total
Crown Melbourne	2,969	4,490	7,459
Crown Perth	2,022	2,502	4,524
<b>Total</b>	<b>4,991</b>	<b>6,992</b>	<b>11,983</b>

## Employees by Employment Type & Gender

Company	Employment Type	Female	Male
Crown Melbourne	Casual	565	715
	Full-Time	1,404	2,436
	Part-Time	1,033	1,304
<b>Crown Melbourne Total</b>		<b>3,002</b>	<b>4,455</b>
Crown Perth	Casual	554	550
	Full-Time	651	1,139
	Part-Time	817	815
<b>Crown Perth Total</b>		<b>2,022</b>	<b>2,504</b>
<b>Total</b>		<b>5,024</b>	<b>6,959</b>

## Crown Melbourne - Permanent Employees by Crown Career Level & Age

Crown Career Level	<18	18 - 24	25 - 34	35 - 44	45 - 54	55 +	Total
Executive	0	0	0	3	17	4	<b>24</b>
Senior Manager	0	0	33	78	53	13	<b>177</b>
Assistant Manager / Manager	0	6	217	264	86	45	<b>618</b>
Supervisor / Senior Team Member	0	57	491	331	222	62	<b>1,163</b>
Team Member	0	1,345	2,090	1,051	654	335	<b>5,475</b>
<b>Total</b>	<b>0</b>	<b>1,408</b>	<b>2,831</b>	<b>1,727</b>	<b>1,032</b>	<b>459</b>	<b>7,457</b>

## Crown Perth - Permanent Employees by Crown Career Level & Age Employees by Gender and Employment Contract

Crown Career Level	<18	18 - 24	25 - 34	35 - 44	45 - 54	55 +	Total
Executive	0	0	0	1	4	1	<b>6</b>
Senior Manager	0	0	6	21	22	10	<b>59</b>
Assistant Manager / Manager	0	6	71	81	48	31	<b>237</b>
Supervisor / Senior Team Member	0	25	239	184	153	111	<b>712</b>
Team Member	0	841	1,320	590	422	339	<b>3,512</b>
<b>Total</b>	<b>0</b>	<b>872</b>	<b>1,636</b>	<b>877</b>	<b>649</b>	<b>492</b>	<b>4,526</b>

### Crown - Permanent Employees by Crown Career Level & Gender

	Crown Career Level	Female	Male	Total
Crown Melbourne	Executive	3	21	24
	Senior Manager	44	128	172
	Assistant Manager / Manager	245	379	624
	Supervisor / Senior Team Member	492	680	1,172
	Team Member	2,188	3,277	5,465
<b>Crown Melbourne Total</b>		<b>2,972</b>	<b>4,485</b>	<b>7,457</b>
Crown Perth	Executive	0	6	6
	Senior Manager	14	45	59
	Assistant Manager / Manager	80	157	237
	Supervisor / Senior Team Member	305	407	712
	Team Member	1,623	1,889	3,512
<b>Crown Perth Total</b>		<b>2,022</b>	<b>2,504</b>	<b>4,526</b>

### Crown - 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 Mgr	

# Performance Data continued

## Variations in Labour

Month	Crown Melbourne	Crown Perth	Total
Jul-15	7,099	4,681	<b>11,780</b>
Aug-15	7,153	4,490	<b>11,643</b>
Sep-15	7,216	4,490	<b>11,706</b>
Oct-15	7,296	4,501	<b>11,797</b>
Nov-15	7,366	4,589	<b>11,955</b>
Dec-15	7,390	4,546	<b>11,936</b>
Jan-16	7,385	4,445	<b>11,830</b>
Feb-16	7,440	4,459	<b>11,899</b>
Mar-16	7,516	4,425	<b>11,941</b>
Apr-16	7,556	4,428	<b>11,984</b>
May-16	7,584	4,456	<b>12,040</b>
Jun-16	7,604	4,645	<b>12,249</b>
<b>FY16 Average</b>	<b>7,457</b>	<b>4,526</b>	<b>11,983</b>

## G4-11 - Employees by Collective Bargaining Agreements

### Crown Melbourne - Collective Bargaining Agreements

Company	EA Type	Total
Crown Melbourne	Crown Melbourne Ent Agreement	5011
	Crown Melb Property Services Ent Agreement	94
	TG Area Managers Ent Agreement	343
	Non - EA	2,009
<b>Crown Melbourne Total</b>		<b>7,457</b>

## Crown Perth - Collective Bargaining Agreements

Company	EA Type	Grand Total
Crown Perth	Union Collective Agreement	3,381
	Property Services Agreement	38
	TAB Operators Award	5
	Theatrical Award	200
	Non - EA	902
<b>Crown Perth Total</b>		<b>4,526</b>

## G4-54 - Total Remuneration Comparison

### Total Remuneration Comparison

Total Employees	Median Value	Highest Paid	Ratio
11,983	\$58,011	\$3,090,000	0.0188

'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.

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

### Crown - New Hires

Month	Crown		Total
	Melbourne	Crown Perth	
Jul-15	185	72	<b>257</b>
Aug-15	199	116	<b>315</b>
Sep-15	189	95	<b>284</b>
Oct-15	253	94	<b>347</b>
Nov-15	183	179	<b>362</b>
Dec-15	99	64	<b>163</b>
Jan-16	136	24	<b>160</b>
Feb-16	294	82	<b>376</b>
Mar-16	171	51	<b>222</b>
Apr-16	165	73	<b>238</b>
May-16	149	89	<b>238</b>
Jun-16	139	56	<b>195</b>
<b>FY16 Average</b>	<b>2,162</b>	<b>995</b>	<b>3,157</b>

Data excludes 'did not start' terminations, deaths and termination of multi-hires

### Crown Melbourne - New Hires by Gender

Month	Crown Melbourne		Total
	Female	Male	
Jul-15	78	107	<b>185</b>
Aug-15	67	132	<b>199</b>
Sep-15	66	123	<b>189</b>
Oct-15	105	148	<b>253</b>
Nov-15	79	104	<b>183</b>
Dec-15	44	55	<b>99</b>
Jan-16	68	68	<b>136</b>
Feb-16	114	180	<b>294</b>
Mar-16	75	96	<b>171</b>
Apr-16	50	115	<b>165</b>
May-16	73	76	<b>149</b>
Jun-16	54	85	<b>139</b>
<b>Total</b>	<b>873</b>	<b>1,289</b>	<b>2,162</b>

# Performance Data continued

## Crown Melbourne - New Hires by Age

Month	Under 18	18 - 24	25 - 34	35 - 44	45 - 54	55+	Total
Jul-15	0	120	43	13	7	2	<b>185</b>
Aug-15	0	93	78	19	7	2	<b>199</b>
Sep-15	0	78	80	19	9	3	<b>189</b>
Oct-15	0	112	109	24	5	3	<b>253</b>
Nov-15	0	80	69	18	12	4	<b>183</b>
Dec-15	0	35	44	12	4	4	<b>99</b>
Jan-16	1	73	45	14	2	1	<b>136</b>
Feb-16	0	161	86	33	13	1	<b>294</b>
Mar-16	0	105	45	12	5	4	<b>171</b>
Apr-16	0	81	59	18	7	0	<b>165</b>
May-16	2	58	55	26	8	0	<b>149</b>
Jun-16	0	66	49	15	9	0	<b>139</b>
<b>Total</b>	<b>3</b>	<b>1,062</b>	<b>762</b>	<b>223</b>	<b>88</b>	<b>24</b>	<b>2,162</b>

## Crown Perth - New Hires by Gender

Month	Female	Male	Total
Jul-15	35	37	<b>72</b>
Aug-15	52	64	<b>116</b>
Sep-15	54	41	<b>95</b>
Oct-15	47	47	<b>94</b>
Nov-15	88	91	<b>179</b>
Dec-15	33	31	<b>64</b>
Jan-16	12	12	<b>24</b>
Feb-16	38	44	<b>82</b>
Mar-16	18	33	<b>51</b>
Apr-16	37	36	<b>73</b>
May-16	52	37	<b>89</b>
Jun-16	29	27	<b>56</b>
<b>Total</b>	<b>495</b>	<b>500</b>	<b>995</b>

## Crown Perth - New Hires by Age

Month	Under 18	18 - 24	25 - 34	35 - 44	45 - 54	55+	Total
Jul-15	0	40	22	7	2	1	<b>72</b>
Aug-15	0	52	45	13	5	1	<b>116</b>
Sep-15	0	30	43	12	8	2	<b>95</b>
Oct-15	0	40	30	12	2	10	<b>94</b>
Nov-15	0	67	66	28	14	4	<b>179</b>
Dec-15	0	22	35	2	3	2	<b>64</b>
Jan-16	0	7	9	5	3	0	<b>24</b>
Feb-16	0	38	29	6	8	1	<b>82</b>
Mar-16	0	12	31	5	3	0	<b>51</b>
Apr-16	1	39	27	5	1	0	<b>73</b>
May-16	4	44	21	11	4	5	<b>89</b>
Jun-16	0	25	19	7	3	2	<b>56</b>
<b>Total</b>	<b>5</b>	<b>416</b>	<b>377</b>	<b>113</b>	<b>56</b>	<b>28</b>	<b>995</b>

## G4-LA1 - Crown - Turnover

Month	Crown Melbourne Term Count	Crown Melbourne Turnover Rate	Crown Perth Term Count	Crown Perth Turnover Rate	Total Termination Count	Total Turnover Rate
42,186	139	0	80	0	219	0
42,217	111	0	283	0	394	0
42,248	152	0	90	0	242	0
42,278	127	0	87	0	214	0
42,309	111	0	89	0	200	0
42,339	141	0	92	0	233	0
42,370	136	0	113	0	249	0
42,401	139	0	68	0	207	0
42,430	130	0	73	0	203	0
42,461	116	0	65	0	181	0
42,491	133	0	58	0	191	0
42,522	133	0	51	0	184	0
<b>Total</b>	<b>1,568</b>	<b>0</b>	<b>1,149</b>	<b>0</b>	<b>2,717</b>	<b>0</b>

Data excludes 'did not start' terminations, deaths and termination of multi-hires

# Performance Data continued

## Crown Melbourne - Terminations by Gender

Month	Female	Male	Total
Jul-15	68	71	<b>139</b>
Aug-15	47	64	<b>111</b>
Sep-15	65	87	<b>152</b>
Oct-15	45	82	<b>127</b>
Nov-15	51	60	<b>111</b>
Dec-15	54	87	<b>141</b>
Jan-16	55	81	<b>136</b>
Feb-16	49	90	<b>139</b>
Mar-16	53	77	<b>130</b>
Apr-16	48	68	<b>116</b>
May-16	61	72	<b>133</b>
Jun-16	53	80	<b>133</b>
<b>Total</b>	<b>649</b>	<b>919</b>	<b>1,568</b>

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-15	0	47	60	21	8	3	<b>139</b>
Aug-15	0	31	60	12	5	3	<b>111</b>
Sep-15	0	52	66	20	11	3	<b>152</b>
Oct-15	0	39	55	24	3	6	<b>127</b>
Nov-15	0	46	38	20	4	3	<b>111</b>
Dec-15	0	53	59	19	9	1	<b>141</b>
Jan-16	0	58	56	17	3	2	<b>136</b>
Feb-16	0	47	61	19	10	2	<b>139</b>
Mar-16	0	41	58	21	6	4	<b>130</b>
Apr-16	0	33	58	15	6	4	<b>116</b>
May-16	2	42	52	24	7	6	<b>133</b>
Jun-16	0	41	59	22	8	3	<b>133</b>
<b>Total</b>	<b>2</b>	<b>530</b>	<b>682</b>	<b>234</b>	<b>80</b>	<b>40</b>	<b>1,568</b>

Data excludes 'did not start' terminations, deaths and termination of multi-hires

## Crown Perth - Terminations by Gender

Month	Female	Male	Total
Jul-15	35	45	<b>80</b>
Aug-15	177	106	<b>283</b>
Sep-15	34	56	<b>90</b>
Oct-15	35	52	<b>87</b>
Nov-15	37	52	<b>89</b>
Dec-15	51	41	<b>92</b>
Jan-16	52	61	<b>113</b>
Feb-16	24	44	<b>68</b>
Mar-16	28	45	<b>73</b>
Apr-16	34	31	<b>65</b>
May-16	26	32	<b>58</b>
Jun-16	28	23	<b>51</b>
<b>Total</b>	<b>561</b>	<b>588</b>	<b>1,149</b>

Data excludes 'did not start' terminations, deaths and termination of multi-hires

## Crown Perth - Terminations by Age

Month	Under						Total
	18	18 - 24	25 - 34	35 - 44	45 - 54	55+	
Jul-15	0	12	44	14	4	6	<b>80</b>
Aug-15	0	51	101	56	47	28	<b>283</b>
Sep-15	0	30	32	13	8	7	<b>90</b>
Oct-15	0	25	34	5	8	15	<b>87</b>
Nov-15	0	21	54	7	4	3	<b>89</b>
Dec-15	0	36	34	9	12	1	<b>92</b>
Jan-16	0	39	53	11	6	4	<b>113</b>
Feb-16	0	32	24	7	2	3	<b>68</b>
Mar-16	0	31	26	12	3	1	<b>73</b>
Apr-16	0	22	25	11	5	2	<b>65</b>
May-16	4	17	20	11	4	2	<b>58</b>
Jun-16	0	21	19	0	5	6	<b>51</b>
<b>Total</b>	<b>4</b>	<b>337</b>	<b>466</b>	<b>156</b>	<b>108</b>	<b>78</b>	<b>1,149</b>

Data excludes 'did not start' terminations, deaths and termination of multi-hires

# Performance Data continued

## 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	2582	360	3888	567
Crown Perth	1779	243	2258	246
<b>Total</b>	<b>4,361</b>	<b>603</b>	<b>6,146</b>	<b>813</b>

Employees are eligible providing they have a (continuous) length of service greater than 12 months

### Parental Leave: Gender

Parental Leave Count	Female	Male	Total
Crown Melbourne	125	8	<b>133</b>
Crown Perth	65	0	<b>65</b>
<b>Total</b>	<b>190</b>	<b>8</b>	<b>198</b>

Data is based on employees who took parental leave in the current reporting period (financial year 2016)

## Return to Work Post Parental Leave

Parental Leave FY16	Crown Perth	Crown Melbourne	Total
Currently on Parental Leave	48	98	146
Parental Leave Non Return	2	2	4
Returned From Parental Leave	15	33	48
<b>Total</b>	<b>65</b>	<b>133</b>	<b>198</b>

Data is based on employees who took parental leave in the current reporting period (financial year 2016)

## Retention Rates Post Return from Parental Leave

	Crown Perth	Crown Melbourne	Total
Terminated < 1 Year Post Return	7	66	73
Employed > 1 Year Post Return	46	171	217
Did not Return from Leave	1	12	13
<b>Total</b>	<b>54</b>	<b>249</b>	<b>303</b>

Data based on employees who have returned from parental leave within the current reporting period (financial year 2016)

### 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

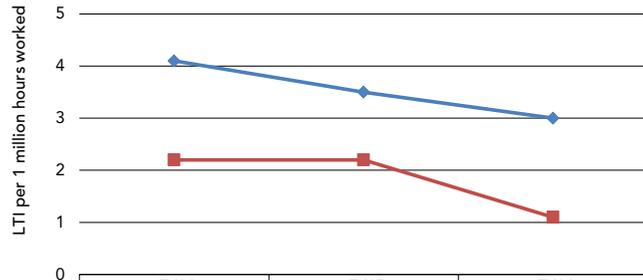
At Crown Melbourne, 2.98% of employees participate in OH&S committees while 1.03% do so in Crown Perth - 2.25% overall for Crown. They represent 100% of permanent and non-permanent employees in formal joint management-worker health and safety committees.

# Performance Data continued

## GA-LA6 - Occupational Health and Safety

### Lost Time Injuries by Region

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



	FY14	FY15	FY16
Crown Melbourne	4.1	3.5	3.0
Crown Perth	2.2	2.2	1.1

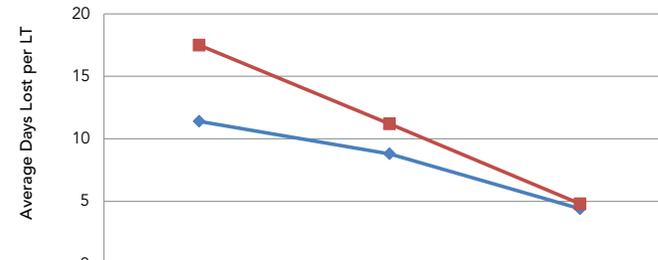
Lost Time Incident Frequency Rate (LTIFR) is calculated as LTIs per 1 million worked hours. Worked hours includes regular and overtime hours only (excludes leave hours). Injury rate, absenteeism rate & contractor data omitted. No fatalities occurred at Crown during the reporting period.

### Lost Time Injuries by Gender

Performance in this area is measured at a regional level. Crown does not drill down this performance area into other demographics like gender.

### Injury Type Rate by Gender - FY14-FY16

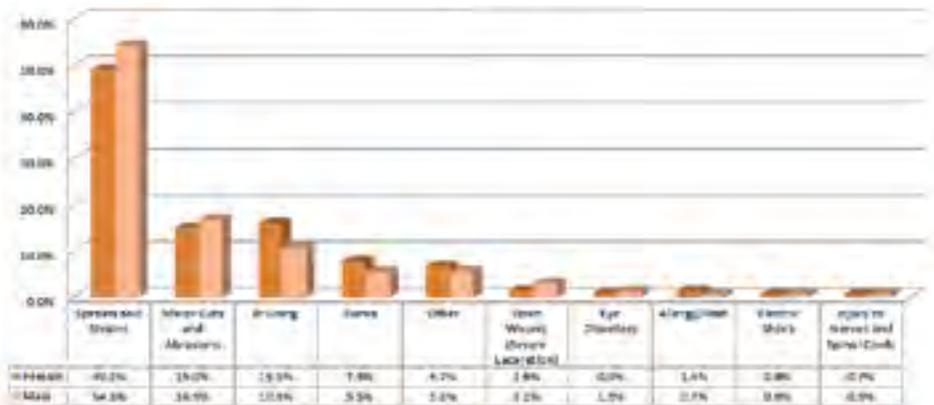
**Lost Time Duration Rate**  
(Average Days Lost per LTI)



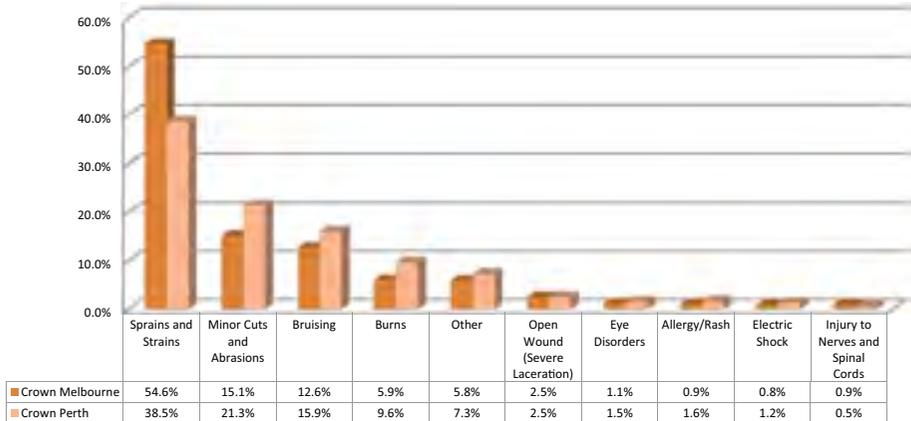
	FY14	FY15	FY16
Crown Melbourne	11.4	8.8	4.4
Crown Perth	17.5	11.2	4.8

The average number of days lost per LTI received

**Injury Type Rate by Gender - FY14-FY16**



**Injury Type Rate by Region - FY14-FY16**



# Performance Data continued

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

At Crown Melbourne, 2.98% of employees participate in OH&S committees while 1.03% do so in Crown Perth - 2.25% 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

### PeopleSoft

Training Information System	Property	Hours	Number of Employees	Avg Training Hours Per Employee
PeopleSoft HR	Crown Melbourne	251,001	7,782	32.25
	Crown Perth	61,888	4,645	13.32
VETtrak	Crown Total	86,330	-	
<b>Total</b>		<b>399,219</b>	<b>12,427</b>	<b>32.13</b>

## G4-LA11 - Performance and Career Development Reviews

### Crown Melbourne - Performance and Career Development Reviews

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	CR PEP Level 5 - Executive
Executive						X
Senior Manager					X	
Assistant Manager / Manager				X		
Supervisor / Senior Team Member			X			
Team Member	X	X				
<b>Total</b>	<b>5,515</b>	<b>382</b>	<b>767</b>	<b>593</b>	<b>167</b>	<b>33</b>

### Crown Perth - Performance and Career Development Reviews

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	CR PEP Level 5 - Executive
Executive						X
Senior Manager					X	
Assistant Manager / Manager				X		
Supervisor / Senior Team Member			X			
Team Member	X	X				
<b>Total</b>	<b>3,624</b>	<b>204</b>	<b>396</b>	<b>237</b>	<b>59</b>	<b>6</b>

### G4-LA12 - Composition of Governance Bodies

#### Composition of Governance Bodies - by Age & Gender

Executive Group	Female	Male	Total
<18	0	0	0
18 - 24	0	0	0
25 - 34	0	0	0
35 - 44	0	5	5
45 - 54	2	19	21
55 +	2	9	11
<b>Total</b>	<b>4</b>	<b>33</b>	<b>37</b>

### Composition of Governance Bodies - by Minority Groups

Executive Group	Female	Male	Total
Indigenous	0	0	<b>0</b>
Non Indigenous	4	33	<b>37</b>
<b>Total</b>	<b>4</b>	<b>33</b>	<b>37</b>

### G4-LA13 - Ratio of Basic Salary & Remuneration

#### Ratio of Basic Salary & Remuneration

Average Fixed Pay	Casual	Full-Time	Part-Time	Average
Female	\$51,069	\$72,625	\$59,676	\$61,123
Male	\$50,733	\$84,089	\$58,202	\$64,341
<b>Total</b>	<b>\$50,901</b>	<b>\$78,357</b>	<b>\$58,939</b>	<b>\$62,732</b>
Ratio (Female to Male)	1.01	0.86	1.03	0.95

### 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.

# Performance Data continued

## 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	961,718
FY16	679,138	251,628	22,210	952,976
% Change	-0.5	-3.9	29.8	-0.9

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	50,411,807	148,114,323
FY16	95,293,124	47,838,011	143,131,135
% Change	-2.5	-5.1	-3.4

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	312,948	77,033	389,981
FY16	335,255	77,453	412,708
% Change	7.1	0.5	5.8

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
FY16	827	1,958	22,210	24,995
% Change	-15.6	-35.3	29.8	18.3

\* All methodologies used are in accordance with the Australian NGER Act. Total energy includes fuel, electricity and gas data obtained from utility invoices. Heating, cooling and steam from external sources are not consumed on-site. Only aviation fuel from domestic jet travel has been included. 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 m<sup>2</sup> of gross floor area and \$EBITDA.

Total Energy Intensity (GJ / m <sup>2</sup> )	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
FY16	1.284	1.35	1.33
% Change	-1.4	-3.9	-1.5

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
FY16	1.024	0.88	1.00
% Change	-3.4	1.6	-1.2

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

Scope 1 Emissions (tCO <sub>2</sub> -e)	Crown Melbourne	Crown Perth	Jets	Total
FY11	30,385	3,764	1,435	
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	18,339	4,504	1,148	23,991
FY16	19,542	4,391	1,505	25,438
% Change	6.6	-2.5	31.1	6.0

Scope 2 Emissions (tCO <sub>2</sub> -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	38,313	153,602
FY16	107,681	36,357	144,038
% Change	-6.6	-5.1	-6.2

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

# Performance Data continued

Total Emissions (tCO <sub>2</sub> -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	133,628	42,817	1,148	177,593
FY16	127,223	40,748	1,505	169,476
% Change	-4.8	-4.8	31.1	-4.6

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 m<sup>2</sup> of gross floor area and \$EBITDA.

Total Emissions Intensity			
(tCO <sub>2</sub> -e / m <sup>2</sup> )	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	0.230	0.250
FY16	0.241	0.219	0.237
% Change	-5.6	-4.8	-5.2

Total Emissions Intensity			
(kgCO <sub>2</sub> -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
FY16	0.192	0.143	0.179
% Change	-7.5	0.6	-4.8

## 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	729,162	368,081	1,097,243
FY16	748,631	339,540	1,088,171
% Change	2.7	-7.8	-0.8

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 Destination<sup>1</sup>

F16 Water Discharge			
(kL)	Crown Melbourne	Crown Perth	Total
Sewer	639,512	N/A <sup>2</sup>	639,512
Trade Waste (Cooling Towers)	536	N/A	536
Un-scheduled Discharges <sup>3</sup>	None	None	None

1. Destination for above discharges is to sewer. Sewer and trade waste discharges are not treated. Data obtained from utility invoices.
2. Crown Perth information was not available for the F16 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

# Performance Data continued

## 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
<b>Waste Streams sent to Landfill</b>				
General Waste	3,678.0	1,160.5	4,838.5	28.4%
<b>Waste Streams Recycled</b>				
Commingled	2,291.3	1,570.6	3,861.9	22.7%
Grease Trap Waste	1,293.6	840.3	1,987.3	12.5%
Cardboard	822.5	338.5	1,161.0	6.8%
Organics	2,262.1	1,675.5	3,937.6	23.1%
Gaming Cards	407.6	181.9	589.5	3.5%
Oil Waste	176.3	82.0	258.3	1.5%
Paper - Secure Document Destruction	35.9	9.7	45.6	0.3%
Secure Paper	17.4	0.0	17.4	0.1%
Paper	26.1	0.0	26.1	0.2%
Soft and Hard Plastics	23.4	0.4	23.8	0.1%
Polystyrene	9.5	4.7	14.2	0.1%
Timber Recycling	25.9	11.1	37.0	0.2%
Metal Recycling	12.3	9.5	21.8	0.1%
E-Waste	7.5	8.6	16.1	0.1%
Cigarettes	0.4	0.0	0.4	0.0%
Fluorescent Tubes and Lamps	0.8	0.2	1.0	0.0%
Uniforms	42.3	13.7	56.0	0.3%
<b>Total Waste Recycled</b>	<b>7,455</b>	<b>4,746</b>	<b>12,055</b>	<b>71.6%</b>

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
FY16	4,839	12,201	17,040	71.6
% Change	-5.8	5.0	1.7	3.3

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.

### Transport Emissions by Fuel Type

Fuel Type	Crown			Total (GJ)	Total (t CO2-e)
	Melbourne (GJ)	Perth (GJ)	Jets (GJ)		
Gasoline	363	204	N/A	567	39
Diesel	194	1,564	N/A	1,758	124
Liquefied Petroleum Gas	269	190	N/A	459	27
Aviation Fuel	N/A	N/A	22,210*	22,210	1,505
<b>Total</b>	<b>827</b>	<b>1,958</b>	<b>22,210</b>	<b>24,995</b>	<b>1,505</b>

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

### Transport Emissions by End Use

End Use	F15	F16	% Change
Customer Air Travel	1,148	1,505	31.1%
Employee Air Travel	19,297	20,346	5.4%
Employee Taxi Travel	112	112	-0.2%
Gasoline - Vehicles	60	40	-34.5%
Diesel	179	124	-30.7%
LPG	30	28	-8.6%
<b>Total</b>	<b>20,826</b>	<b>22,154</b>	<b>6.4%</b>

\* Energy associated with jets only includes aviation fuel purchased associated with domestic flights. 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. All Greenhouse Gases presented have been converted to carbon dioxide equivalent emissions as per the NGER Act reporting methodologies

# Performance Data continued

## Economic Contribution

### Australian Operations

Year ended 30 June 2016. See Annual report for more information: <http://www.crownresorts.com.au/investors-media/annual-reports>

	Normalised Result <sup>(1)</sup>				Total \$'000
	Melbourne \$'000	Perth \$'000	Wagering \$'000	Unallocated \$'000	
Economic value generated (Revenue)	2,312,456	921,992	208,088	28,677	3,471,213
Operating costs	(647,540)	(280,305)	(172,300)	(55,619)	(1,155,764)
Employee wages & benefits	(574,013)	(260,597)	(40,365)	(45,148)	(920,123)
Payments to governments <sup>(2)</sup>	(417,211)	(120,679)	(4,699)	(82,157)	(624,746)
Community investments (Donations)	(380)	(475)	(6)	(8,090)	(8,951)
Interest expense	-	-	-	(157,936)	(157,936)
Payments to providers of capital	(171,974)	(353,806)	(22,604)	(44,045)	(592,429)
Total economic value distributed	(1,811,118)	(1,015,862)	(239,974)	(392,995)	(3,459,949)
<b>Economic value retained</b>	<b>501,338</b>	<b>(93,870)</b>	<b>(31,886)</b>	<b>(364,318)</b>	<b>11,264</b>

	Actual Result <sup>(3)</sup>				Total \$'000
	Melbourne \$'000	Perth \$'000	Wagering \$'000	Unallocated \$'000	
Economic value generated (Revenue)	2,297,353	979,971	208,088	28,677	3,514,089
Operating costs	(644,579)	(309,706)	(172,300)	(55,619)	(1,182,204)
Employee wages & benefits	(574,013)	(260,597)	(40,365)	(45,148)	(920,123)
Payments to governments <sup>(2)</sup>	(414,955)	(123,370)	(4,699)	(86,957)	(629,981)
Community investments (Donations)	(380)	(475)	(6)	(8,090)	(8,951)
Interest expense	-	-	-	(157,936)	(157,936)
Payments to providers of capital	(171,974)	(353,806)	(22,604)	(44,045)	(592,429)
Total economic value distributed	(1,805,901)	(1,047,954)	(239,974)	(397,795)	(3,491,624)
<b>Economic value retained</b>	<b>491,452</b>	<b>(67,983)</b>	<b>(31,886)</b>	<b>(369,118)</b>	<b>22,465</b>

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

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

(3) Excludes significant items.

## Responsible & Ethical Behaviour

### G4-SO3 Anti-Corruption Assessment

100% of Crown Melbourne and Crown Perth operations were assessed for risks related to corruption. A list of key risk areas for bribery and corruption is set out in the Crown Resorts Limited Anti-bribery and Corruption Policy. See [www.crownresorts.com.au/corporate-governance/policies](http://www.crownresorts.com.au/corporate-governance/policies)

### 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 2016

Party	Contribution	GST	Total
ALP	81,070	1,118	<b>49,981</b>
Liberal	101,944	6,364	<b>102,634</b>
National	9,096	-	<b>11,946</b>
<b>TOTAL</b>	<b>192,110</b>	<b>7,482</b>	<b>199,592</b>

### 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.ZZZ



# GRI Content Index



# GRI Content Index

## General Standard Disclosures

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<b>STRATEGY AND ANALYSIS</b>		
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G4-20	Aspect boundary for material aspect within the organisation	76-77
G4-21	Aspect boundary for material aspect outside the organisation	76-77
G4-22	Restatements of information provided in previous reports	None
G4-23	Significant changes from previous reporting periods in the scope and aspect boundaries	76-77
<b>STAKEHOLDER ENGAGEMENT</b>		
G4-24	Stakeholder groups engaged by the organisation	78-79
G4-25	Identification and selection of stakeholders to engage	78-79
G4-26	Organisation's approach to stakeholder engagement	78-79
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Aspect / Disclosure	Disclosure Description	Report & Page Ref
<b>REPORT PROFILE</b>		
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G4-34	Governance structure of the organisation	70, Annual Report
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G4-37	Stakeholder consultation	78-79
G4-38	Composition of governance body	Annual Report
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G4-48	Report approval	Not Reported
G4-49	Communication process	70-74, 119
G4-50	Critical concerns	Not Reported
G4-51	Remuneration policies	74, Annual Report
G4-52	Process for determining remuneration	74, Annual Report
G4-53	Stakeholder consultation in regards to remuneration	74, Annual Report
G4-54	Ratio of compensation	87
G4-55	Ratio of percentage change in compensation	87
<b>ETHICS AND INTEGRITY</b>		
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## General Specific Disclosures

Aspect / Disclosure	Disclosure Description	Report & Page Ref	Identified Omission	Reason and Explanation for Omission	External Assurance
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G4-DMA	Generic disclosures on management approach	1, Annual Report			
G4-EC1	Direct economic value generated and distributed	104			
<b>ASPECT: INDIRECT ECONOMIC IMPACTS</b>					
G4-DMA	Generic disclosures on management approach	53-55, Annual Report			
G4-EC8	Significant indirect economic impacts, including the extent of impacts	53-55			
<b>ASPECT: PROCUREMENT PRACTICES</b>					
G4-DMA	Generic disclosures on management approach	65			
F4-EC9	Proportion of spending on local suppliers at significant locations of operation	66			
<b>ASPECT: MATERIALS</b>					
G4-DMA	Generic disclosures on management approach	60			Y
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.	Y
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.	Y
<b>ASPECT: ENERGY</b>					
G4-DMA	Generic disclosures on management approach	56-58			Y
G4-EN3	Energy consumption within the organisation	58, 59, 98-100			Y

Aspect / Disclosure	Disclosure Description	Report & Page Ref	Identified Omission	Reason and Explanation for Omission	External Assurance
G4-EN4	Energy consumption outside of the organisation	103			Y
G4-EN5	Energy intensity	58, 59, 98-100			Y
G4-EN6	Reduction of energy consumption	58, 59, 98-100			Y
G4-EN7	Reductions in energy requirements of products and services	58, 59, 98-100			Y
<b>ASPECT: WATER</b>					
G4-DMA	Generic disclosures on management approach	56-59			Y
G4-EN8	Total water withdrawal by source	59,101			Y
G4-EN9	Water sources significantly affected by withdrawal of water	101			Y
G4-EN10	Percentage and total volume of water recycled and reused	59,101	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.	Y
<b>ASPECT: EMISSIONS</b>					
G4-DMA	Generic disclosures on management approach	58, 59, 98-100			Y
G4-EN15	Direct greenhouse gas (GHG) emissions (Scope 1)	99			Y
G4-EN16	Energy indirect greenhouse gas (GHG) emissions (Scope 2)	99			Y
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.	Y
G4-EN18	Greenhouse gas (GHG) emissions intensity	100			Y
G4-EN19	Reduction of greenhouse gas (GHG) emissions	58, 59, 100			Y

# GRI Content Index continued

Aspect / Disclosure	Disclosure Description	Report & Page Ref	Identified Omission	Reason and Explanation for Omission	External Assurance
<b>ASPECT: EFFLUENTS AND WASTE</b>					
G4-DMA	Generic disclosures on management approach	56-59			Y
G4-EN22	Total water discharge by quality and destination	101	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.	Y
G4-EN23	Total weight of waste by type and disposal method	102			Y
<b>ASPECT: PRODUCTS AND SERVICES</b>					
G4-DMA	Generic disclosures on management approach	56-59			Y
G4-EN27	Extent of impact mitigation of environmental impacts of products and services	56-59, 98-103			Y
<b>ASPECT: TRANSPORT</b>					
G4-DMA	Generic disclosures on management approach	56-59			Y
G4-EN30	Significant environmental impacts of transporting products and members of the workforce	103	Significant environmental impacts of transporting products and the workforce.	The information is currently unavailable. Efforts will be made to include in future reports.	Y
<b>ASPECT: SUPPLIER ENVIRONMENTAL ASSESSMENT</b>					
G4-DMA	Generic disclosures on management approach	65-67			Y
G4-EN32	Percentage of new suppliers that were screened using environmental criteria	67			Y
G4-EN33	Significant actual and potential negative environmental impacts in the supply chain	65-67			Y

Aspect / Disclosure	Disclosure Description	Report & Page Ref	Identified Omission	Reason and Explanation for Omission	External Assurance
<b>ASPECT: EMPLOYMENT</b>					
G4-DMA	Generic disclosures on management approach	21-41			Y
G4-LA1	Total number and rates of new employee hires turnover by age group, gender and region	88-92			Y
G4-LA2	Benefits provided to full-time employees not provided to temporary or part-time employees	93			Y
G4-LA3	Return to work and retention rates after parental leave, by gender	93			Y
<b>ASPECT: LABOR/MANAGEMENT RELATIONS</b>					
G4-DMA	Generic disclosures on management approach	37,38			Y
G4-LA4	Minimum notice periods regarding operational changes	94	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.	Y
<b>ASPECT: OCCUPATIONAL HEALTH AND SAFETY</b>					
G4-DMA	Generic disclosures on management approach	41			Y
G4-LA5	Percentage of total workforce represented in formal joint management-worker health and safety committees	94			Y
G4-LA6	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism	94,95	All data on this disclosure for independent contractors.	The information is currently unavailable. There are no current plans to commence recording this data.	Y
G4-LA7	Workers with high incidence or high risk of diseases related to their occupation	96			Y
G4-LA8	Health and safety topics covered in formal agreements with trade unions	96			Y

# GRI Content Index continued

Aspect / Disclosure	Disclosure Description	Report & Page Ref	Identified Omission	Reason and Explanation for Omission	External Assurance
<b>ASPECT: TRAINING AND EDUCATION</b>					
G4-DMA	Generic disclosures on management approach	23-27			Y
G4-LA9	Average hours of training per year per employee by gender, and by employee category	96	Breakdown by gender and employee category	Limitations in data collection systems	Y
G4-LA10	Programs for skills management and lifelong learning	23-27	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.	Y
G4-LA11	Percentage of employees receiving regular performance and career development reviews	96,97			Y
<b>ASPECT: DIVERSITY AND EQUAL OPPORTUNITY</b>					
G4-DMA	Generic disclosures on management approach	28-37			Y
G4-LA12	Composition of governance bodies and breakdown of employees per employee category	97	Employee breakdown by minority groups	Information is not collated by Crown	Y
<b>ASPECT: EQUAL REMUNERATION FOR WOMEN AND MEN</b>					
G4-DMA	Generic disclosures on management approach	35-38			Y
G4-LA13	Ratio of basic salary and remuneration of women to men by employee category	97			Y
<b>ASPECT: SUPPLIER ASSESSMENT FOR LABOR PRACTICES</b>					
G4-DMA	Generic disclosures on management approach	65-67			
G4-LA14	Percentage of new suppliers that were screened using labour practices criteria	67			
G4-LA15	Significant actual and potential negative impacts for labour practices in the supply chain	67			
<b>ASPECT: SECURITY PRACTICES</b>					

Aspect / Disclosure	Disclosure Description	Report & Page Ref	Identified Omission	Reason and Explanation for Omission	External Assurance
G4-DMA	Generic disclosures on management approach	44-45			
G4-HR7	Percentage of security personnel trained in the organisation's human rights policies or procedures that are relevant to operations	97			
<b>ASPECT: SUPPLIER HUMAN RIGHTS ASSESSMENT</b>					
G4-DMA	Generic disclosures on management approach	65-67			
G4-HR10	Percentage of new suppliers that were screened using human rights criteria	67			
G4-HR11	Significant actual and potential negative human rights impacts in the supply chain and actions taken	67			
<b>ASPECT: LOCAL COMMUNITIES</b>					
G4-DMA	Generic disclosures on management approach	12-19			
G4-SO2	Operations with significant actual and potential negative impacts on local communities	Not Reported			
<b>ASPECT: ANTI-CORRUPTION</b>					
G4-DMA	Generic disclosures on management approach	71-72			Y
G4-SO3	Total number and percentage of operations assessed for risks related to corruption	105			Y
G4-SO4	Communication and training on anti-corruption policies and procedures	105	Percentage of business partners trained.	The information is currently unavailable. Efforts will be made to include in future reports.	Y
G4-SO5	Confirmed incidents of corruption and actions taken	105			Y

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<b>ASPECT: PUBLIC POLICY</b>					
G4-DMA	Generic disclosures on management approach	70-74			
G4-SO6	Total value of political contributions by country and recipient/beneficiary	105			
<b>ASPECT: SUPPLIER ASSESSMENT FOR IMPACTS ON SOCIETY</b>					
G4-DMA	Generic disclosures on management approach	65-67			
G4-SO9	Percentage of new suppliers that were screened using criteria for impacts on society	67			
G4-SO10	Significant actual and potential negative impacts on society in the supply chain and actions taken	67			
<b>ASPECT: CUSTOMER HEALTH AND SAFETY</b>					
G4-DMA	Generic disclosures on management approach	44-45			
G4-PR2	Total number of incidents of non-compliance with regulations and voluntary codes	105			
<b>ASPECT: CUSTOMER PRIVACY</b>					
G4-DMA	Generic disclosures on management approach	44-45			
G4-PR8	Total number of substantiated complaints regarding breaches of customer privacy	105			

# 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 2016, Crown's Australian resorts attracted over 31 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 15,800 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 2016 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:

Level 3  
Crown Towers  
8 Whiteman Street  
Southbank VIC 3006  
Australia

We welcome your feedback on this report.  
Please contact: [csr@crownsresorts.com.au](mailto:csr@crownsresorts.com.au)



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