



CROWN RESORTS LIMITED  
CORPORATE  
RESPONSIBILITY  
REPORT 2019





EXECUTIVE  
CHAIRMAN'S  
MESSAGE



## Our Commitment

Crown recognises its responsibility to the communities in which it operates. Crown is proud to support a number of charities, employee-led community programs such as the Community Champions, as well as the work undertaken through the Crown Resorts Foundation.

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

## Creating Opportunities through Employment

Crown's employees are instrumental in ensuring that Crown consistently delivers world-class customer experiences. We are grateful to our employees for their dedication and acknowledge our responsibility to create a safe and rewarding workplace.

We are proud to be the largest single-site private sector employer in both Victoria and Western Australia with approximately 18,500 people working across our resorts in over 700 different roles. Crown also supports an ecosystem of indirect jobs, spending over \$900 million annually with approximately 4,000 local businesses in Victoria and Western Australia.

Crown is committed to providing its employees with meaningful learning and development opportunities, allowing staff to develop tangible career pathways. With an impressive 23-year award-winning history in

the training sector, specialising in hospitality, patisserie, commercial cookery and management, Crown's dedicated training facility, Crown College, delivers on this commitment. Crown College is a Registered Training Organisation operating under the Australian Qualifications Framework across four levels. In the 2019 financial year, over 870 employees were enrolled in Certificates III and IV, and Diploma level qualifications, with over 8,500 apprentices and trainees graduating since the inception of Crown College.

## Our People

Crown's commitment to inclusive employment practices has continued to strengthen. Significant progress has been made on Crown's first Gender Action Plan (GAP), which will be published in 2019 and strengthens a longstanding commitment to Gender Equity. The GAP complements the work of the Male Champions of Change program nationally and CEOs for Gender Equity in Western Australia. Crown has also become a key sponsor of Women in Gaming and Hospitality (WGH), which is the gaming industry's not-for-profit organisation for the advancement of women in gaming and hospitality. Crown is represented on the WGH Board.

In addition to its work in Gender Equity, Crown has in place a range of programs, plans and employee networks which support Crown's people, including the Indigenous Employment Program, CROWNability, Crown Pride, the Family Support Network and the Cultural and Linguistic Employee Network.

During the 2019 financial year, Crown launched a purpose statement and set of values to guide Crown's culture. These values will be embedded into all employment practices to ensure employees and customers are at the heart of everything Crown does.

## Acting Sustainably

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

Crown's well-established, employee-led CROWNEARTH Committees remain very active, focussing on environmental initiatives as well as community focussed projects to improve the overall sustainability performance of the business.

Crown understands that there is an expectation from the community and Crown's guests that the use of environmentally harmful single use plastics be minimised. Crown is pleased with its progress over the past 12 months. Crown Melbourne's owned and operated outlets have removed plastic straws altogether, whilst Crown Perth's staff dining room replaced plastic items with reusable stainless steel cutlery and reusable crockery, saving millions of single use plastic items from landfill each year.

## Crown Resorts Foundation

The conclusion of the 2019 financial year marked the halfway point of the Crown Resorts Foundation and the Packer Family Foundation National Philanthropic Fund.

To date, over \$83 million has been allocated to 300 grant recipients. The Crown Resorts Foundation Board remains dedicated to identifying worthy organisations to support through the 10-year funding commitment and, in particular, to those aligned to its core mission to provide opportunities for young Australians, primarily through education.

On behalf of the Board, I am proud to share our 2019 Corporate Responsibility Report with you.

John Alexander  
Executive Chairman  
Crown Resorts Limited



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About Crown



# Awards & Recognition



2019 Victoria Park Business Awards  
Winner Excellence in  
Access and Inclusion  
Crownability



WA Government Infinity  
Waste Awards  
Highly Commended  
Crown Perth



Forbes Travel Guide -  
Five Star Award  
Crown Towers Melbourne



TAA Victoria Awards  
Deluxe Accommodation  
Hotel of the Year  
Crown Towers Melbourne & Perth

2019



Gourmet Traveller  
Australian Hotel Awards  
- TWR Perth



AHA WA Accommodation  
Awards for Excellence -  
"Multiple Categories"  
Crown Perth



Forbes Travel Guide -  
Five Star Award  
Crown Towers Melbourne



TAA Victoria Awards  
Multiple Category  
Crown Melbourne

2018



Perth Airport Western  
Australian Tourism Awards  
Winner - Crown College Perth



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



2017 Australian Property  
Council - Moulis Legal Award  
for Diversity



2017 Gold Plate Awards  
- Silks & Modo Mio  
Crown Perth

2017



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



2016 Australian Business  
Awards - Employer of Choice



Gold Award at the 2016  
Brandon Hall Group HCM  
Excellence Awards



2016 Australian Business  
Awards - Community  
Contribution

2016



Platinum Winner at the  
LearnX Impact Awards



Australian Employer of  
the Year 2015



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



Australian Business Awards  
- Community Contribution

2015

# Community and Project Partners\*



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



# CROWN RESORTS FOUNDATION



# CROWN RESORTS FOUNDATION



The conclusion of the 2019 financial year marks the halfway point of the Crown Resorts and Packer Family Foundations' (the Foundations) National Philanthropic Fund (the Fund).

When the Fund was established 5 years ago, the Foundations established a ten-year commitment to allocate \$200 million to not-for-profit organisations focussing on Indigenous education, arts, culture, community welfare and medical research programs. In the first five years, the Foundations have allocated over \$83 million to 300 grant recipients, ranging from 10-year multi-million-dollar commitments to one-off employee nominated grants.

## Opportunities for Young Australians Through Education

Across Australia, there is a large degree of inequality in regard to educational opportunities, with students from disadvantaged backgrounds consistently achieving educational outcomes lower than their peers.<sup>1</sup>

Research has repeatedly proven that education is the single greatest lever for breaking cycles of disadvantage and inequality. The Foundations believe that a consistent education from the earliest possible age is the best way to build cohesive communities and provide for economic and social development.

If children are given the skills of literacy and numeracy and are taught the whole learning process they are well on the way to becoming self-reliant and motivated adults, capable of achieving happy and satisfying lives. The inequalities in economic, social and cultural background need a multi-pronged approach. The Crown Resorts Foundation Board's focus centres around supporting programs which start early, provide hundreds of contact hours each year, and offer sustained support

over multiple years, especially through transitions.

All of the educational programs supported by the Foundations - whether they are delivered by arts, sporting or Indigenous education organisations - are presented with respect, understanding and appreciation of the cultures and communities which the Foundations are working with.

## Next Five Years

The Crown Resorts Foundation Board remains dedicated to identifying worthy organisations to support through the ten year funding commitment and, in particular, to those aligned to its core mission to provide opportunities for young Australians, primarily through education.

The Foundations continue to learn from the communities they work with, and have identified a disparity between the type and number of programs available to young boys and young girls.

Although the Crown Resorts Foundation did not begin with a clear gender lens, some of the most marginalised people the Board has seen are young girls and newly arrived migrant women – many are isolated and are not aware of available pathways to change. This will continue to inform the Crown Resorts Foundation's decision making as it seeks partnerships which support these young girls and women – this is not instead of the support provided to young boys and men; it is in addition to that support.

1. Department of Education, Employment and Workplace Relations - Review of Funding for Schooling – Final Report, 'Gonski Review' (December 2011).

2. All quoted data is based on data provided by the Foundations' program partners.



**IN THE FIRST 5 YEARS**

CROWN RESORTS AND PACKER FAMILY FOUNDATIONS HAVE ALLOCATED OVER

**\$83** MILLION

300 GRANT RECIPIENTS

10 YEAR MULTI-MILLION-DOLLAR COMMITMENTS

ONE-OFF EMPLOYEE NOMINATED GRANTS

**THIS YEAR**

3.3 MILLION EDUCATIONAL PROGRAM HOURS

330 TEACHERS AND COMMUNITY MEMBERS RECEIVED OVER

8,200 INDIGENOUS STUDENTS

11,700 HOURS OF SPECIALISED TRAINING TO SUPPORT THESE CHILDREN

## Improving Indigenous Education Opportunities

The Foundations are striving to ensure Indigenous students have the same access to quality education as non-Indigenous students. The Foundations' Boards believe there is a positive correlation between a strong cultural identity, consistent participation and improved achievement. The Foundations support programs that develop students' aspirations and self-esteem, wraparound education programs supporting them with choices, and programs that highlight the pathways available to achieve them.

This year the Foundations commissioned an independent evaluation into the landscape of Indigenous girls' education opportunities across Australia as it sought to better understand the opportunities and level of support provided through available programs and the level of funding these programs were attracting from Government, corporates and philanthropists.

The report confirmed the Boards' understanding that the Indigenous girls' education landscape is more fragmented and attracting less funding than equivalent quality boys programs. The Crown Resorts Foundation's Board is looking into ways this can be addressed, beyond simply increasing its allocations to Indigenous girls focussed education programs.



IMAGE PROVIDED BY THE AUSTRALIAN LITERACY AND NUMERACY FOUNDATION  
INDIGENOUS EDUCATION PROGRAM

## CASE STUDY

### Indigenous Education Program – Australian Literacy and Numeracy Foundation

Kim Kelly, Co-Founder and Executive Director of the Australian Literacy and Numeracy Foundation (ALNF), said:

“The Crown Resorts and Packer Family Foundations' support has been integral to the success of ALNF's Early Language and Literacy program, enabling us to reach hundreds of vulnerable children in the APY Lands and Palm Island. Their support has empowered educators, elders, mothers and aunties to build a better future for the next generation, and we feel immense gratitude for the opportunity you have provided ALNF to continue to transform lives through literacy and education.”

The Foundations have been supporting the delivery of the ALNF's Early Language and Literacy (EL&L) program on Palm Island (the fourth most disadvantaged community in Australia) for four years and the APY Lands (the communities of Ernabella and Fregon – the most disadvantaged area in South Australia) for the last two years. The Foundations have recently committed to a further three years of support for both these sites, with the addition of a third site in Western Sydney.

ALNF's EL&L program includes a Certificate IV course to upskill educators, parents and community members to support children's pre-literacy development. This program addresses the importance and effectiveness of early intervention to prepare and support children for literacy learning in the early schooling years.

The program is designed with the support of the local community to meet the early learning needs of its disadvantaged Indigenous children. While the communities of Palm Island, the APY Lands and Western Sydney are very different, all of these communities struggle with disengagement from education, poor home literacy practices and high trans-generational illiteracy.

Importantly, this program provides community members with the requisite skills to mediate these challenges through an accredited Certificate IV course, skill-building workshops, resources provision and ongoing mentoring. All engaged community members are empowered with effective techniques and learning resources to teach their own children in English and, where relevant, First Language.



The Foundations support this program because it:

- improves the pre-literacy levels of all participating children;
- improves children's school readiness in relation to early language and literacy measures;
- increases the skills and capabilities of educators, parents and community members to improve children's pre-literacy skills; and
- builds sustainable change and capacity within the community to empower individuals to be their own change makers.

To learn more about the work of ALNF, visit [alnf.org](http://alnf.org).

**THE FOUNDATIONS' SUPPORT OF THE ALNF'S PALM ISLAND PROGRAM SINCE 2015 HAS CONTRIBUTED TO:**

<b>495</b>	<b>99,285</b>	<b>7,984</b>	<b>79</b>
STUDENTS PARTICIPATING IN THE PROGRAM	TOTAL HOURS OF TUITION RECEIVED	TRAINING HOURS HAVE BEEN DELIVERED TO	COMMUNITY MEMBERS OR TEACHERS

**THE FOUNDATIONS' SUPPORT OF ALNF'S APY LANDS PROGRAM SINCE 2018 HAS CONTRIBUTED TO:**

<b>2,255</b>	<b>13,500</b>	<b>780</b>	<b>13</b>
STUDENTS PARTICIPATING IN THE PROGRAM	TOTAL HOURS OF TUITION RECEIVED	TRAINING HOURS HAVE BEEN DELIVERED TO	COMMUNITY MEMBERS OR TEACHERS



IMAGE PROVIDED BY THE STORY FACTORY

### Supporting Key Community Organisations – Crown's Community Champions

It is extremely important to support the communities in which Crown operates. The Foundations provide funds to a number of community welfare organisations which support the inner city communities of Melbourne, Perth and Sydney. These partnerships are strongly supported by the Crown Community Champions in both Melbourne and Perth. The Crown Community Champion committee members in Melbourne and Perth share a common goal of wanting to make a positive impact on the community and to provide the opportunity for their fellow Crown employees to get involved as well.

This group has led a number of exceptionally popular Crown employee activations including a book drive in support of the Australian Literacy and Numeracy Foundation where over 3,000 books were donated for distribution to Indigenous and newly-arrived migrant communities across Australia. This year, the community

grants, which are administered by the Community Champions in recognition of the volunteer work undertaken by Crown employees, reached \$250,000.

The Community Champions continued their CROWNversations series, a program which invites philanthropists and representatives from not-for-profit organisations to speak to employees about their programs and experiences. This has been exceptionally popular, and some highlights include:

- meeting AFL legend Kevin Sheedy and hearing all about the work he's doing across the Indigenous sports sector and The Bravery Trust;
- spending time with 13 year-old twins Alex and Charlie Cowen and hearing about their wonderful journey starting the not-for-profit organisation Parachute for Kids;
- playing basketball at the Richmond Housing Estate with the team from Helping Hoops; and
- making toasted sandwiches for the homeless thanks to Major Brendan Nottle and the Salvation Army.

### Supporting the Arts, Education and Culture

All children need and deserve arts education to be woven into their daily lives. Not only does it demonstrably improve academic achievement, but it is essential to the development of their emotional lives. It is standard procedure now for the arts to be used in treating trauma and the programs we support work with children who have experienced trauma.

For some students, classrooms can be hostile environments and arts programs are effective at breaking down these barriers by promoting empathy, and encouraging creativity and openness. At the same time, quality arts programs can also offer new pathways to learning and teaching.

In the 2019 financial year, \$9.2 million was allocated through over 80 grants to arts organisations across Australia. Through the Arts Education Initiative open grants program, the Crown Resorts and Packer Family Foundations were pleased to announce a further

# \$9.2 MILLION

ALLOCATED THROUGH OVER 80  
GRANTS TO ARTS ORGANISATIONS

allocation of \$19.2 million of grants over three years (financial years 2020-2022) to over 60 recipient programs - this is in addition to the support that the Foundations are providing for arts and cultural institutions across Australia.

This year an independent review to assess the 'appropriateness, effectiveness and efficiency' of the National Arts Fund was undertaken. The report particularly focusses on evaluating the achievements of the Arts Education Initiatives (in Western Sydney, Melbourne and Perth) and, pleasingly, the overall conclusion is that the Foundations' funding has significantly increased access to the arts and arts education for a substantial cohort of disadvantaged young people.

The review stated: "The Foundations' funding commitment has fundamentally contributed to addressing disadvantage and facilitating engagement with arts and arts education for disengaged, disaffected communities, and particularly for young people. The effect of the program on funded organisations' ability to develop, refine and expand their projects to meet identified needs cannot be overstated."

## Arts Education Grants – Western Sydney, Melbourne and Perth

The Foundations' Western Sydney Arts Initiative and Melbourne and Perth Arts Education Initiative programs combined will account for \$55 million of the Fund's commitment.

These programs are delivered in schools and areas which, because of economic disadvantage, would otherwise not be able to access them. They are focussed on supporting education and promoting creativity, using art as a vehicle with which to engage participants with learning and their community. To date, 50% of the top ten visited suburbs where programs funded through these initiatives were delivered rank in the first decile for the Index of Relative Social Disadvantage nationally.

## CASE STUDY

### Melbourne Arts Education Initiative Program – Musica Viva Australia

Musica Viva's CEO, Hywel Sims, says: "Since 2017, with the generous support of the Crown Resorts and Packer Family Foundations, Musica Viva has reached over 700 students annually through long-term, intensive music residencies in two of Melbourne's special education schools. It would be difficult to overstate the impact of this support."

Musica Viva Australia has been delivering quality education programs through the country for 38 years, impacting over 300,000 people each year. We believe that every child needs a music education. Music overcomes cultural, social and language barriers, and music education has a particularly powerful effect on the lives of children living with diverse access needs.

Musica Viva's residency program in Melbourne works with a range of students with diverse access needs, from the hearing impaired to severe intellectual disability. Delivered in Melbourne, which has a high number of schools for those with diverse access needs, the program has reached new heights of success since 2017 with the introduction of residencies into two new schools, Ashwood School and Sunshine Special Development School.

The program introduces a 'Musician in the Classroom' into a school, to work alongside the school's students,

teachers and community. Students are engaged with weekly classroom lessons, professional ensemble performances and the opportunity to perform themselves, while teachers are provided with exceptional digital teaching resources and professional development.

The program has been very popular in recipient schools as described by Principal of Ashwood School, Helen Hatherly OAM:

"This program has involved our whole school community. Our students look forward to Tuesdays when Miss Karen is at school. They enjoy the opportunities to explore all facets of 'making music'.

"Each performance has been different and has challenged the students to think about the who, what, where and why of performance. The teaching materials accompanying these performances have been embraced by the teachers and have enabled our students to be fully prepared for each performance."

This funding has already empowered over 700 students, their teachers, and their families to look beyond the day-to-day challenge of living with diverse access needs. It has also allowed Musica Viva to partner with other organisations to broaden Musica Viva's residency program for a range of disadvantaged situations and secure additional support for a professional development program for musicians working in special schools.



IMAGE PROVIDED BY THE MELBOURNE THEATRE COMPANY.



IMAGE PROVIDED BY THE AUSTRALIAN LITERACY AND NUMERACY FOUNDATION  
NEWLY ARRIVED STUDENTS PARTICIPATING IN ART FOR LITERACY PROGRAM

## CASE STUDY

### Western Sydney Arts Initiative Program – Think+DO Tank Foundation

Think+DO Tank Foundation's Creative Director, Jane Stratton, says: "The Western Sydney Arts Initiative supported the development of LOST IN BOOKS when we were just getting started. Now, two years after we opened our doors, we have a rich program of creative activities, deep community engagement and a developing model of our approach that we can replicate and share.

"Having the Foundations' support has allowed us to experiment and to continually adapt our programming to offer a range of activities in response to the community's needs."

LOST IN BOOKS is a multilingual literacy and language exchange centre and all-ages creative hub in Fairfield, South Western Sydney. It is connected to service providers and provides a safe space for women and children with a particular focus on newly-arrived refugee and migrant families.

Fairfield is the most culturally and linguistically diverse area in New South Wales and has recently received more than 7,000 Syrian and Iraqi refugees as part of the Federal Government's special humanitarian intake.

LOST IN BOOKS builds the confidence of newly arrived children in speaking either the languages of their homes or English by celebrating literacy and creativity in both languages.

The program aims to maintain and improve participants' proficiency in the language of their home while providing necessary English literacy skills. This is done in a fun, creative way through music, art, film-making, science and writing. LOST IN BOOKS responds to community demands with the aim of increasing the skills, capacity, confidence and connectedness of the engaged families.

LOST IN BOOKS also provides a space where women can connect with one another and with services. Refugee and migrant women are disproportionately affected by things like lack of public transport, distance from amenities and language barriers.

As a social enterprise, it also runs a multilingual bookshop that stocks children's books in more than 30 languages from Arabic to Vietnamese, including Hindi, Karen, Russian, Maori and a selection of Australian First Nations languages. The bookshop operates in-store and online and serves schools, libraries and community services nationally. LOST IN BOOKS also has an in-house café, and from 2019 it offers professional development training for educators and community workers in creative multilingualism, and the FORKED TONGUES collective of multilingual storytellers available for bookings. Any profits contribute to the overall running costs of the project.

To learn more about LOST IN BOOKS, visit [lostinbooks.com.au](http://lostinbooks.com.au).

IN THE FIRST 16 MONTHS OF OPERATIONS, LOST IN BOOKS HAS ACHIEVED:

OVER  
**2,200**

attendances by women and children at in-store creative programs

OVER  
**1,700**

children and adult participants in the WANDERING BOOKS outreach program targeting newly-arrived migrants

**5**

multilingual literary residences in Arabic, Darug, Dari, Vietnamese and Fijian

Creation of the  
**IN OTHER WORDS**  
Festival celebrating multilingual creativity

## SUPPORTING ARTS AND CULTURAL PROGRAMS

**\$30  
MILLION**

10 Year Commitment for  
Western Sydney Arts Initiative



**\$25  
MILLION**

8 Year Commitment for Melbourne  
& Perth Arts Education Initiative



IMAGE PROVIDED BY WESTERN SYDNEY ARTS INITIATIVE PROGRAM – THINK+DO TANK FOUNDATION



# CROWN'S COMMITMENT TO THE COMMUNITY





CROWN'S AUSTRALIAN RESORTS CEO BARRY FELSTEAD AT THE PERTH TELETHON

## CROWN'S COMMITMENT TO THE COMMUNITY

### Crown believes in supporting the communities in which it operates.

Crown takes its responsibility to the communities in which it operates seriously with an ongoing, proactive effort to make a genuine difference in the lives of people through charity partnerships and community-focussed collaborations.

Crown's charitable and community-driven work is led by a cast of important people – including Crown's own employees – and by working together, Crown supports many community causes and organisations through employee volunteering opportunities, a variety of resort-specific community partnerships and the Crown Resorts Foundation.

Crown offers practical support to charities through promoting, hosting and subsidising key fundraising events, as well as providing goods and services for use as raffle prizes for community fundraisers.

Crown is proud that so many employees volunteer their own precious time with enthusiasm and generosity to support a variety of worthwhile causes.

The ongoing success of the Children's Cancer Foundation's Million Dollar Lunch is always a highlight in Crown's community support calendar and, in the past financial year, Crown was thrilled to play a significant part in raising more than \$2 million. Knowing these funds will be used to fund life-changing and life-saving childhood cancer research programs, as well as provide critical clinical care and family support, is a reminder as to how important Crown's community support efforts are.

Crown's generous support of Maddie Riewoldt's Vision helped with the incredible success of the inaugural National Symposium on Bone Marrow Failure Syndromes. Maddie Riewoldt's Vision Research Project Officer Dr Simonne Neil thanked Crown:



CROWN'S AUSTRALIAN RESORTS CEO BARRY FELSTEAD PARTICIPATING IN THE ST VINCENT DE PAUL CEO SLEEPOUT IN PERTH

*"The contribution of assisting with accommodation for our international guests and the running of the Friday night Opening Dinner helped us to ensure that the event, a pivotal point in the evolution of Maddie Riewoldt's Vision and our mission to find new treatment options and, ultimately a cure for Bone Marrow Failure, was a success."*

Comments like this highlight the difference Crown can make by supporting the community and provides motivation to achieve even greater things in the year ahead.

The community partnership fundraising events organised by employees throughout Crown are another success story. The teams love being actively involved in charities that are important to them. Past fundraising events have helped diverse not-for-profit organisations including SIDS and Kids, the Cancer Council, Oxfam and Jeans for Genes. More formal fundraising activities are organised by the Crown Resorts Foundation – Community Champions in partnership with the Crown Resorts Foundation.

Crown's Australian Resorts CEO Barry Felstead is a regular participant in the St Vincent de Paul CEO Sleepout in Perth. This year he enjoyed his 10th year of helping this important charity – an impressive effort that has seen him be the first person to raise over \$1 million for St Vincent de Paul Society's homeless and emergency housing services in Perth.

For 25 years, Christmas Day has been a day where Crown volunteers truly show their support for the community. On the morning of Christmas Day, volunteers package up 500 Christmas lunch hampers for families in need across Melbourne. On Christmas Day 2018, the team delivered the hampers to guests of the Les Twentyman Foundation who were celebrating Christmas Day at the Westend Market Hotel in Sunshine. After guests enjoyed hot breakfast, entertainment and presents for all the children from Santa's helpers, guests went home with Crown Christmas lunch hampers to ensure a special day for families in need.



# OUR PEOPLE THE CROWN DIFFERENCE



## OUR PEOPLE – THE CROWN DIFFERENCE



### Crown Community

Crown's approach to diversity and inclusion ensures that the workplace remains a dynamic, positive environment where all employees feel valued in their role and comfortable and confident in bringing their whole self to work every day.

Crown's diversity and inclusion strategy focusses on people and encompasses several programs including the Indigenous Program, CROWNability, Gender Equity, Crown Pride, the Family Support Network, Crown Staff Club, CROWNEARTH and the Cultural and Linguistic Diversity Employee Network.

These are just some of the official programs to support Crown's diversity and inclusion strategy but they do not exist in isolation.

Crown recognises that diversity and inclusion is about acknowledging intersectionality. The individual groups that employees identify with cannot be compartmentalised, and Crown recognises that people can simultaneously belong to multiple groups. Crown Community Week, which launched in 2018, is an official celebration of Crown's commitment to diversity and inclusion. Crown Community is part of everyday life at Crown – it's about each employee contributing to this diverse and inclusive community. Crown Community will continue to ensure that all employees are comfortable bringing their whole selves to work, feel a part of a community and feel safe to express who they are in the workplace.



CROWN ASPINALLS EMPLOYEES

### CASE STUDY

#### Crown Aspinalls

Over the past two years, Crown London Aspinalls has established new social and environmental sustainability initiatives – Crown Community and CROWNEARTH – and to date, both have been successful in their implementation and contribution towards the Crown London values.

Since the inception of the Crown Community initiative in November 2018, Crown London has created more volunteering opportunities, fundraising and provided support for events such as the Annual Casino Softball Tournament played between London casinos. This tournament has grown continuously and from this year, it will be affiliated with the UK land based casinos' Diversity and Inclusion for Career Enhancement (DICE). Supported by other partners, all funds raised will go towards Crown London's charity of choice, Combat Stress, supporting veterans' mental health.

In addition to this, multiple charities have benefited from the work of Crown Community including a refuge for women, Ace of Clubs homeless centre, a foundation providing mobility chairs to children in need, and a charity promoting health education and awareness for men. Crown London Senior Casino Manager and Crown Community member, Tracy Tombides, is the founder of the DT38 charity and was awarded the Chips Community Engagement – Volunteer of the Year award at the 2019 British Casino Awards.



**Together** we create memorable experiences

## Crown's Purpose and Values

Over the course of the 2019 financial year, teams from Crown Melbourne and Crown Perth embarked on a journey to focus even more on ensuring employees and customers are at the heart of everything Crown does.

This included developing Crown's 'Purpose' and 'Values'. Crown's purpose statement – 'Together we create memorable experiences' – captures the belief that, as a team, Crown has the ability to create experiences that are worth remembering and that Crown is able to develop an emotional connection with customers and colleagues.

In delivering those experiences, Crown adheres to its four key values:

- We act respectfully;
- We are passionate;
- We work together; and
- We do the right thing.

Moving forward, these values will be embedded into all employment practices including Crown's Reward & Recognition programs, leadership courses and associated professional behaviours across Crown Melbourne, Crown Perth and, soon, Crown Sydney.



**We act respectfully**



**We are passionate**



**We work together**



**We do the right thing**

## CASE STUDY

### Long-term employees Crown Community

The Crown Community is comprised of a diverse group of employees who have been employed by the company for various lengths of service and Crown is proud to celebrate some extraordinary milestones, including tenure of more than 20 years!

San Rajasingham started with Crown as a Food & Beverage Attendant in 1997 when he was in his twenties and studying hospitality.

"Being a leader in the hospitality industry and also offering flexible work conditions through casual employment, I was keen to join Crown," San says.

When Galleria (later becoming known as Crown) opened in 1994, San loved the glamour and the excitement that the company symbolised. While this is still very much a part of the Crown brand, the glamour is not the reason San has remained with the company for 22 years.

"I love the culture here and the people who I've worked with – they are very professional, supportive and friendly.

"Crown has given me a lot of opportunity to grow as a person and also to expand my career."

As he reflects on his time at Crown, San notes the range of roles he has

held, from Food & Beverage and Retail to Information Technology, and the promotions he accepted to reach his current role of Group Manager – Project Management Office.

San also loves the variety of business units at Crown and the overall diversity of the workforce in terms of background, skills and personality.

Among many career highlights, one of the standouts was in 2000 when San was lucky enough to win the coveted first prize at the Service Leader Awards – an all-expenses paid trip to Las Vegas!

San has many fond memories to reminisce about from his Crown history however his current focus is on the company's future and he is thrilled to be part of the Crown Sydney Project team.

As well as successfully completing the Sydney project, San is hoping to complete his Master of Business Administration (MBA), take on a Sydney marathon, and have his second child – but not necessarily in that order.

San has an optimistic, 'glass half full' outlook on life and says that anyone seeking their next career step should be prepared to take a chance and embrace new challenges.

"When you look back in a few years' time, you will see how much you've grown."



SAN RAJASINGHAM



CROWN MELBOURNE EMPLOYEES DURING CROWN COMMUNITY WEEK



### Gender Equity

Crown's commitment to inclusive employment practices has continued to strengthen throughout the 2019 financial year. Crown has in place a range of programs, plans and employee networks which support Crown's people.

Crown's first Gender Action Plan (GAP) will be published in 2019, which strengthens a longstanding commitment to Gender Equity. The GAP complements the work being done through the Male Champions of Change program nationally and CEOs for Gender Equity in Western Australia.

Crown has also become a key sponsor of Women in Gaming and Hospitality (WGH), which is the gaming industry's not-for-profit organisation for the

advancement of women in gaming and hospitality. Through this sponsorship, Crown has hosted several networking and professional development sessions, participated in the Women Ahead mentoring program and actively participated in monthly communications designed to educate employees about Gender Equity matters. To further enhance Crown's commitment and support, a member of Crown's Executive Team holds a position on the WGH Board.

In November 2018, Crown extended its domestic violence support policy to employees through the introduction of uncapped, paid leave for full-time and part-time employees experiencing domestic violence, and uncapped unpaid leave for casual employees.

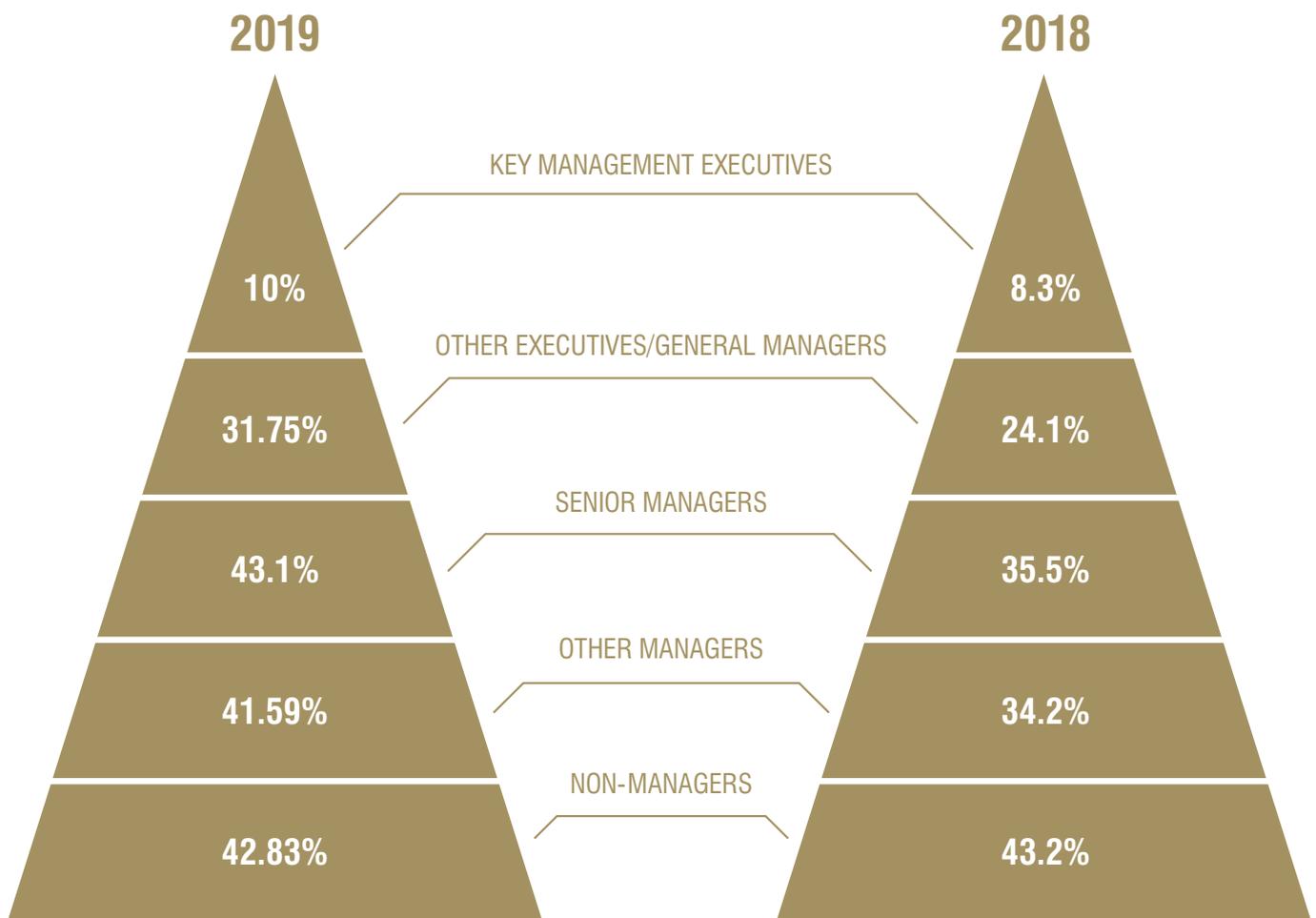
Gender Fitness, which launched in December 2017, is an innovative in-house digital solution that contributes to Crown's diversity and inclusion strategy. Gender Fitness captures real-time data from meeting interactions to increase awareness of diversity and inclusion with the aim of delivering an improved gender balance

across Crown. To raise awareness about and focus on the gender split in meetings across the business, Crown analyses the data to identify trends or points of interest.

Crown's work in Gender Equity highlighted an opportunity to expand its program to support employees in their personal lives. As such, in February 2018, the Family Support Network launched at Crown Melbourne and further events were held during the financial year to expand the network and provide further awareness of the specific support Crown can offer to those experiencing family issues.

Culture was also identified as a key area for expansion in Crown's diversity and inclusion program given the multicultural composition of Crown's workforce and patronage. Crown Melbourne's Cultural and Linguistic Diversity Employee Network is currently developing a strong framework to further support employees from varying cultural and linguistic backgrounds. The network will also expand to Crown Perth in the future.

## FEMALE COMPOSITION PROGRESS



## CASE STUDY

**Jacinta Cubillo**

Since commencing at Crown Melbourne in 2013, Jacinta Cubillo's career has gone from strength-to-strength. Starting as a Reservations Agent in Hotels, Jacinta took on the challenge of Human Resources Coordinator and Executive Assistant to the EGM of HR, then a secondment opportunity as HR Manager of Industrial Relations and HR Support, which developed into a permanent role. Jacinta is currently HR Manager for Table Games – the largest business unit at Crown Melbourne.

For Jacinta, the decision to move to Melbourne was also inspired by a desire to lead by example for young Indigenous persons at Crown and back home in Darwin. "As part of the Indigenous Program team, I'm working for other Indigenous

persons. I want to show them that career progression exists and you can achieve it if you're willing to work hard."

Jacinta has completed Crown's Leadership and Development program and the Emerging Indigenous Executive Leadership Program (EIELP) – a national program to identify and develop Indigenous professionals with the potential to become future corporate executives.

In 2017, Jacinta was the recipient of the prestigious HRD Rising Star Award. Currently, Jacinta is completing the Women of Crown Management Program and participating in the Crown Pride Employee Consultative Committee for LGBTIQ+ inclusion initiatives and the Indigenous Reconciliation Action Plan Steering Committee.



JACINTA CUBILLO



## CROWN INDIGENOUS PROGRAM

### Indigenous Employment Program

Crown Resorts' strategy on Indigenous employment is based on the principles of broadened workforce diversity and inclusion, sustainable employment, increased cultural awareness among employees and enhanced community and network relationships. Reflecting on the 10 years of Indigenous employment and the framework that has been in place, Crown has much to celebrate. Most importantly, Crown continues to provide employment opportunities to Indigenous Australians and has facilitated 850 Indigenous employment opportunities.

A highlight of the year for the Indigenous Employment Program occurred on 31 May 2019 when Crown Perth proudly hosted the National Reconciliation Week Breakfast celebrating reconciliation with the theme for the event – Grounded in Truth: Walk Together in Courage. Indigenous Program Manager for Crown Perth Sharon Ninyette presented at the event on behalf of Crown Resorts and acknowledged the Uluru Statement from the Heart and Crown's commitment to Indigenous employment.

Crown's commitment to making a positive impact on the lives of Aboriginal and Torres Strait Islander people in Australia over the past 10 years has seen Crown's Indigenous Employment Program achieve award-winning status and continue to make a sustainable and meaningful impact on 'closing the gap' on Indigenous disadvantage.

Crown Resorts is in the final stages of developing its third Elevate Reconciliation Action Plan (RAP)

which is a key priority for this year. A key objective is to retain 'Elevate' status, which Crown achieved through its second RAP 2015-2017. 'Elevate' status, which is the highest level of endorsement granted by Reconciliation Australia, affirms that Crown is a leader in advancing national reconciliation. The dedicated RAP steering committees across Melbourne and Perth have determined that the third RAP will focus on identifying the strengths of Indigenous employment and championing these within the wider industry. Crown will work collaboratively with other businesses and external stakeholders to ensure targets beyond direct employment, including procurement and cultural awareness outcomes, can be achieved.

## CASE STUDY

### Tristen May, Recruitment Coordinator Indigenous Program

Tristen May grew up in Western Australia and joined Crown Perth in 2017 in a casual role of Bell Services Attendant. His attitude and willingness to take on more shifts saw his employment status quickly move to a full-time opportunity.

When a secondment opportunity arose as a Recruitment Coordinator in the Indigenous Program team, Tristen was quick to apply and take on the next challenge. Although a return from parental leave saw the secondment come to an end, Tristen was open to the next opportunity which arose shortly after – the same role in Crown Melbourne.

"I knew exactly what I had to do and despite some hesitation and consultation with my parents, I made the swift, executive decision to take a leap of faith and move to the big city," Tristen says.

Since moving to Melbourne in April 2019, Tristen has enjoyed the challenge of his

role and says it's rewarding to provide support and mentorship to candidates. "Aiding with career progression and candidate success is a highly rewarding experience."

As for his own mentors, Tristen values the advice of Manager of the Indigenous Program Crown Perth Sharon Ninyette who encourages him to say yes to opportunities, and the examples of two Crown Melbourne Human Resources Managers, Marcus Maccora and Jacinta Cubillo.

Although moving interstate was challenging, Tristen says the Indigenous Program at Crown Perth and Melbourne made all the difference. "I am very grateful for the mentoring and support I received during one of my life's greatest milestones.

"Looking back now, it has been the most rewarding career choice I have made so far. I believe that with this decision I will experience many more developmental objectives and successes in future."

Tristen is keen to progress his career at Crown as a Human Resources Advisor.



TRISTEN MAY



SHARON NINYETTE, NATIONAL RECONCILIATION BREAKFAST AT CROWN PERTH

2009-2019

**850** INDIGENOUS EMPLOYMENT OPPORTUNITIES

2019

**78** NEW OPPORTUNITIES CREATED FOR INDIGENOUS AUSTRALIANS

**80** INTERNAL OPPORTUNITIES FOR INDIGENOUS EMPLOYEES


ROSEMARY MAY

### CASE STUDY

#### Rosemary May, Recruitment Coordinator Indigenous Program

Since commencing employment with Crown Perth in 2011, Rosemary May has had a varied, challenging and rewarding career. A proud Noongar Woman and mother of four from Western Australia, Rosemary has important commitments that transcend the workplace. However, with the support of Crown's Indigenous Program, she has been able to effectively balance the demands of parenting and progress her career. After a series of difficult personal circumstances, at the age of 22, Rosemary was seeking employment which would allow her to study whilst looking after her two children.

With the community services assistance of Communicare, Rosemary was connected with Crown's Indigenous Program and before too long, was working as a Food and Beverage Attendant.

"Having the Indigenous Program at Crown is a great support network. I had overcome many issues and I knew I could

seek assistance and guidance through the Program," Rosemary says.

A promotion to higher duties saw Rosemary undertake further development with Crown College and then a change of area into Stores has seen her undertaking a higher duties role.

Eventually, a vacancy opened up for the Indigenous Recruitment Coordinator position. With the encouragement of her mentor Indigenous Program Manager at Crown Perth Sharon Ninyette, Rosemary was successful in obtaining the position and has been enjoying new challenges ever since.

When Rosemary's career was impacted by mental health issues a few years ago, Crown's Indigenous Program assisted to ensure Rosemary received the assistance and the flexibility she needed to retain her employment.

"My future aspiration is to remain with Crown long term – I can see myself progressing further with my career development as well as acting as a role model for new and existing employees."



CROWN EMPLOYEE WITH CROWNABILITY AMBASSADOR KURT FEARNLEY

## CROWNability

### CROWNability

Crown Resorts is one of Australia's most significant private sector employers and is dedicated to creating an accessible and inclusive environment for employees and visitors. Launched in 2014, CROWNability is an employment program that ensures people with disability are given every opportunity to gain employment at Crown in the diverse range of available roles.

Working proactively with industry partners and stakeholders, Crown has provided job opportunities for more than 420 people with disability and has maintained a 68% retention rate.

Crown acknowledges that there is much more that can be done to transform perceptions of disability and provide meaningful employment within Crown and beyond. Crown's 2018-2021 CROWNability Action Plan is strategically focussed to go beyond employment to impact Crown's broader organisation and community. Crown's access and inclusion strategy also

addresses its premises, suppliers and partners, information communication technology, learning and development, communication, marketing, recruitment and selections.

In recognising International Day of People with Disability (IDPD), held annually on 3 December, CROWNability conducted intimate roundtable discussions with Crown's Executive Team across Melbourne and Perth. Special guest and CROWNability ambassador Kurt Fearnley AO, a finalist in Australian of the Year 2018 and Australian Paralympic gold medallist, was invited to talk about the impact of disability in Australia, what this means for the future and what this will mean for CROWNability's future direction.

Crown is proud that Kurt Fearnley continues to represent Crown as the CROWNability ambassador. Kurt's tireless promotion of positive attitudes towards disability and opportunities for people with disability make him a wonderful ambassador for Crown.

## CASE STUDY

### Luke Henson and Pez

Luke Henson joined the Crown family in early 2019 but unlike other new employees, Luke has brought with him a special, four-legged companion – his Guide Dog Pez.

Luke, 37, is legally blind due to an eye condition known as Cone-rod dystrophy – an eye disorder that affects the light sensitivity cells of the retina. Currently, there is no cure for the condition.

To support Luke in the workplace, the CROWNability team, with the support of HR and IT, has implemented systems to enable Luke to perform his role as autonomously as possible.

Computer software includes a screen reader which speaks to Luke using a voiceover. So as not to disturb his work colleagues, Luke uses earphones. The software program is NVDA (Non visual desktop access). His keyboard has a series of dots to help him identify the keys. Luke enjoys his role and the fast-paced environment of Crown as well as the social environment.

“I enjoy learning about how the business works and what roles people are undertaking ... I do love the culture here.”

Outside of work, Luke enjoys listening to podcasts, making music on his drum kit and swimming. Soon, Luke hopes to get back to practising one of his favourite sports, Jiu-jitsu.

Although he doesn't allow anything to get in the way of his passions and interests, Luke admits that there are a few things that cannot be replaced.

“I miss reading kinaesthetically with a book in my hands ... I also miss people's faces. Faces and facial expressions are really important.”

Fortunately, Pez is a confident guide for Luke and while he cannot replace some of the experiences Luke misses, he offers Luke the independence to function day-to-day and travel to and from locations safely.

Having had Pez for two and half years, Luke couldn't imagine life without him. Pez is a trustworthy and obedient companion who relies on routine, which suits Luke well because he also appreciates organisation and structure.

While Pez is a working dog, Luke says he is a social butterfly and is actually “a bit of a flirt.”

The dynamic duo is well-known around Crown and although it's difficult, all employees resist the urge to pat Pez, which can confuse and distract from the principles learnt through Guide Dog training. This can be particularly challenging in Crown Melbourne's staff restaurant – the busiest restaurant in the southern hemisphere!

With the aid of Pez and CROWNability, Luke has very quickly been able to orientate himself and move around his work area.

“Everyone at Crown is super friendly and supportive; I haven't met anyone unpleasant here! I plan to be at Crown long-term and I'm open to everything – I would like to develop and do something more in the near future.”



LUKE HENSON AND PEZ

## JOBS FOR PEOPLE WITH DISABILITY

68%

RETENTION

420  
JOBS



GROUP DISABILITY EMPLOYMENT PROGRAM MANAGER, IAN TSOLAKIS

### Developing Disability Confidence

With Crown's vision of access and inclusion in mind, Crown's aspiration is to change the misconceptions about people with disability by focussing on awareness and education. Significant progress has been made to train and develop employees throughout the business and recruitment processes that focus on ability rather than a person's disability. Crown's supervisors and managers are provided with the opportunity to participate in Disability Confidence Training and employees are required to complete the online training module focussed on CROWNability awareness.

Crown's training programs aim to assist employees to gain a stronger understanding of living and working with disability which supports its commitment to becoming a disability confident organisation.

### Appointment of Disability Champions

In 2018, CROWNability formally appointed Crown Melbourne's former Chief Operating Officer of Hotels, Retail and Food & Beverage and current Chief Operating Officer of Crown Sydney, Peter Crinis, and Crown Perth Chief Operating Officer, Lonnie Bossi, as Executive Disability Champions. These appointments are to assist with promoting and raising awareness about Crown's commitment to disability with both external and internal stakeholders; and to empower employees to raise and drive systemic change within the organisation.

### CROWNability Employee Reference Group (CERG)

The CROWNability Employee Reference Group is now fully operational to progress access and inclusion across Crown's resorts. The purpose of the group is to provide feedback about the program and leverage the employee reference group as an internal task group to drive change throughout Crown. The group consists of CROWNability employees, managers of CROWNability employees and other employees.

### Hospitality Disability Network (HDN)

In late 2016, Crown Perth contacted other West Australian Hospitality industry stakeholders with the idea

of forming a network of like-minded businesses to provide employment opportunities for people with disabilities. The Hospitality Disability Network (HDN) WA pilot program is now well-supported with the inclusion of several businesses within the hospitality industry and two appointed Disability Employment Services providers.

The objective of the HDN is to implement a collaborative industry strategy and make a significant contribution to the employment and career development of people with disability in hospitality.



SHAWN QUINLAN

## CASE STUDY

### Joshua Moss Finalist for 2018 Employee of the Year, Crown Perth

Josh Moss has Autism Spectrum Disorder (also known as Asperger's Syndrome) and was originally hired as a Bus Person working eight hours per week polishing cutlery.

Although there were not many hours and the role was quite mundane and repetitive, Josh became known for his dedication and commitment.

In December 2014, Josh appeared in the CROWNability Action Plan and subsequently applied for numerous other roles to broaden his skills and experience.

In December 2016, Josh did a trial shift in Merrywell and was subsequently hired as a part-time waitperson and went on to fulfil the duties of a host and at times assists with training new staff. Josh continues to strive for more responsibility and aspires to work in Hotels.

In March 2017, Josh participated in the filming for CROWNability Awareness Training and has contributed to numerous activations representing CROWNability and promoting the employment of people with disability.

In recognition of his excellence in customer service and contribution to the Merrywell team, Josh was a top 6 finalist in the 2019 Employee of the Year Awards.

## CASE STUDY

### Shawn Quinlan, Crown Melbourne

Shawn was born with Cerebral Palsy and, at the age of five, was diagnosed as being hard of hearing with low level vision.

After successfully obtaining a degree in IT from Collingwood TAFE, Shawn commenced his first job in Desktop Support for ANL, followed by a role with ANZ in Desktop and Server Support. Shawn spent the next 21 years at ANZ progressing to bigger and more challenging projects. He received a Gold award for best performance and successful deployment of Standard Operating Environment across 32 countries in Asia Pacific (35,000 computers).

In 2018, Shawn was successful in gaining employment with Crown Melbourne. Shawn is employed as a Technical Analyst working with a team of 11 providing technical support

along with improvements on Crown's infrastructure including security management, provisioning servers and a number of projects.

Shawn enjoys working with the IT team that has welcomed his expertise and contribution. "They are a fantastic team to work with and, under our manager's guidance, we are all growing in our ability to communicate, exchange ideas and share knowledge so we can deliver the best possible product and outcomes to our customers," says Shawn.

CROWNability continues to work closely with Shawn to support him in his role through the provision of assistive technology, support plans and regular catch-ups.

Shawn's ongoing success can also be attributed to his personal motto of: "Think smarter, work smarter and think outside the square to find the solution".



JOSHUA MOSS



### Crown Pride

The Crown Pride Employee Network is an important extension of Crown's broader workplace diversity and inclusion strategy. In 2019, for the second consecutive year, Crown participated in the Australian Workplace Equality Index (AWEI). This year also saw Crown successfully complete its first AWEI submission. The AWEI is the definitive national benchmark on LGBTIQ+ workplace inclusion and administers the largest and only national employee survey designed to measure the overall impact of inclusion initiatives on organisational culture as well as identifying and non-identifying employees. At Crown, there is an understanding that there are instances

whereby some individuals identify outside of the gender binary of male or female. The AWEI drives best practice in Australia and sets a comparative benchmark for Australian employers across all sectors.

Crown is focussed on ensuring it provides a positive and supportive workplace culture through appropriate training and communication, and works directly with individuals to ensure the correct support mechanisms are in place. A dedicated Crown Pride Employee Committee assists in promoting inclusion to ensure LGBTIQ+ employees are represented in the Crown community. The Committee focusses on developing more inclusive policies and procedures, training and development, and community engagement. The Crown Pride Employee Committee is overseen by the Crown Pride Steering Committee which is focussing on the development of a robust Crown Pride Action Plan, guided by one purpose – together,

we will create an inclusive community embracing Pride to ensure all employees are confident and comfortable bringing their whole selves to work.

As well as ensuring LGBTIQ+ people are fully supported in the workplace, Crown's goal is that all employees, contractors, suppliers and visitors of Crown feel accepted, valued and included. Crown also participated in the 2019 Midsumma Festival in January, which saw involvement from each of Crown's diversity and inclusion programs, and has a number of events to celebrate significant dates on the LGBTIQ+ calendar across its Melbourne and Perth properties.

Crown believes that partnering with relevant external organisations dedicated to the LGBTIQ+ community and associated activities can enhance understanding and awareness. As such, Crown has continued its partnership with Pride in Diversity in improving the knowledge and understanding of LGBTIQ+ employees.

## CASE STUDY

### Crown Community (Intersectionality)

Crown Staff Club Manager Wayne Pearn has been a part of the Crown Community for 10 years. Being a passionate, energetic individual, he loves being involved in all aspects of the business including the evolving diversity and inclusion space.

His participation in the Crown Pride Employee Consultative Committee has been rewarding for Wayne and having the business take part in the 2019 Midsumma Festival for the first time symbolised an important step for Crown and its commitment to diversity and inclusion.

"Having our footprint at this major LGBTIQ+ event not only impacted positively on the community we are a part of, but also placed us up front and centre in the public consciousness," says Wayne.

Wayne believes that encouraging understanding and tolerance in the workplace is the most effective place to start when it comes to LGBTIQ+ inclusion.

"Understanding costs nothing. If we get

this right in the workplace, it undoubtedly impacts society at large."

Being a part of the LGBTIQ+ community, Wayne is pleased to see LGBTIQ+ matters on the agenda but says that the community and all of its allies must continue to strive for their sense of place and ensure that change is sustainable.

While he strives for better outcomes, Wayne's life is generally in "pretty good shape". He loves his work life and really loves his life outside of work that he shares with his husband Tim.

"Tim and I have been together for 29 years and decided to get hitched in December 2018. It was under the guise of Christmas drinks for family and friends and then our celebrant got things rolling. It was the best day!"

Crown's employee focussed charity committee the Community Champions is another one of Wayne's passions that impacts his work and personal life.

Every Thursday morning with a colleague, he volunteers at the Brotherhood of St Laurence's Breakfast Club at the Connie Benn Centre in Fitzroy to support children and their families from all cultural and social backgrounds in the local community.

"We prepare and serve a nourishing breakfast and take part in different activities for children before they head off to school. It's loads of fun getting to know the kids, their families and gaining a greater appreciation of their culture."

Through managing the Crown Staff Club, Wayne says part of their mission is to support charities where possible, including Guide Dogs Victoria at this year's Crown Community Week.

Wayne's experience with community and charity started when he was just six months old and was adopted into a loving family through Berry Street Babies.

Throughout his life, Wayne has felt a strong desire to contribute in some way to those less fortunate.

"I was fortunate enough to get a real shot at life and I often think about the kids who perhaps weren't as lucky."

Wayne says that this experience and his relationship with Tim have been the "two great pieces of good fortune" to enter his life.

"Tim says to be truly happy you must be grateful – I am very grateful."



WAYNE PEARN



GUIDE DOGS AMBASSADOR DOLLY DIAMOND DURING CROWN COMMUNITY WEEK

### Crown Staff Club (Melbourne)

The Crown Staff Club (CSC) is a membership-based independent not-for-profit organisation established in Melbourne in 1995. Crown employees are seconded to manage and operate the Crown Staff Club on behalf of the members.

All funds generated throughout the year by the CSC are given back in the form of member benefits and discounted activities and events for members. These include:

- retail and cinema vouchers;
- theatre and concert tickets;
- leisure activities;
- sporting events;
- private coach day tours; and
- free WiFi and phone charging facilities.

The Crown Staff Club has experienced substantial growth over the past few years with the 2019 financial year being the Club's biggest year to date with 4,000 members.

A key highlight for the 2019 financial year was Crown Staff Club's new and exciting partnership with Guide Dogs Victoria (GDV). During Crown Community Week, the Crown Staff Club recognised that this partnership had the potential to intersect with other Crown Community groups, including Community Champions and Crown Pride.

GDV were present for four days involving a 'Pats n Chats' session, Guide Dog Training presentations, GDV merchandise for sale and access to

Dialogue in the Dark. The Crown Staff Club raised \$2,850 for the GDV during Community Week.

The Crown Staff Club and Crown Pride also collaborated to present world-renowned cabaret artist and Guide Dogs ambassador, Dolly Diamond. Dolly entertained employees with a few fabulous songs and photo opportunities, with both Dolly and the ambassador dogs being very much in demand.



### Health, Safety and Wellbeing

Health, Safety and Wellbeing (HSW) activities assist in raising awareness of the important role all employees play in maintaining a safe workplace. A number of activities were undertaken throughout the year, including a significant promotion of Health & Safety week being held at both the Melbourne and Perth properties. The week focussed on daily themes including hazard awareness, lifestyle and wellbeing which also coincided with the nationally recognised RUOK? Day. CROWNSAFE partners Benestar and Beyond Blue attended and promoted their services and the support available for employees.

In September 2018, HSW Week recognised and raised awareness about specific elements of HSW in

the workplace and at home through interactive activities outside Crown's employee dining area. The week was very successful with daily activities, prize giveaways and high levels of employee engagement. A slips and trips and falls campaign was conducted, aimed at increasing employee awareness within their environments and locations. By analysing data, an awareness campaign was developed and locations where incidents had occurred were identified. Overall, the campaign aimed at increasing employee awareness of their environments and avoiding distractions, including mobile phones while accessing our back-of-house areas.

Crown's Health and Safety Representatives (HSRs) play an important role in the health and safety framework. To acknowledge and raise awareness of the role of an HSR, the HSW team arranged a back-of-house Health and Safety Representative Day. The initiative raised the profile of HSRs in a positive and unified manner with HSRs from across the business participating in the event.

Health and safety practices and actions apply in all parts of the organisation and everything employees do. An initiative was coordinated to launch the internal campaign 'What More Can I Do?', which

is aimed at encouraging employees to think about health and safety when planning and undertaking all work, ensuring this important aspect is a consideration in all that employees do.

To assist employees who may have sustained a work-related injury, a series of HSW videos were developed and released. The videos are a simple, informative overview that employees can access and share with family to assist throughout their recovery.

Health and Safety leadership has a significant influence on health and safety culture across the organisation.





**Crown College**

Crown College is a Registered Training Organisation (RTO) with a wealth of industry knowledge coupled with an impressive 23-year award-winning history in the training sector. Crown College specialises in delivering hospitality, patisserie, commercial cookery and management coursework. These training programs are aligned with the Australian Qualifications Framework across four levels: Certificate III, Certificate IV, and Diploma and Advanced Diploma qualifications.

Crown College is also an active member of the Australian Vocational Education and Training (VET) Alumni Program. This is a national community of VET graduates, registered training organisations, VET practitioners and businesses dedicated to sharing their VET journey with Australians to encourage greater participation and best practice in VET.

Crown is committed to the ongoing training and development of employees to ensure they have the skills and attitude to deliver the world-class customer experience expected at Crown’s Australian resorts. The training that employees undertake at Crown College is relevant to each role and is nationally recognised in accordance with Crown’s alignment to the Australian Qualifications Framework. Crown employs varied approaches to learning, including facilitator-led programs, e-learning, experiential learning, field work, on-the-job learning, work-based projects, coaching, mentoring, secondments and simulated training environments.

In the 2019 financial year, more than 7,500 employees participated in technical, leadership, health and safety, and customer service training at Crown College, receiving more than 370,000 hours of training. Crown’s mantra is: *Not training for a job but learning for a career.*

In the past 12 months, more than 870 employees were enrolled in Certificates III and IV, and Diploma level qualifications. Since inception, more than 8,500 apprentices and trainees have graduated from Crown College.

In 2019, Crown reached a significant milestone, celebrating its one hundredth intake of students enrolled into the Leadership Development Program. Almost half of the participants have been successful in obtaining one or more promotions since completing the program.

Crown College graduates have forged noteworthy careers, firmly making their mark internationally in top restaurants, venues and hotels around the world. Crown College has built on its existing strengths in Vocational Education and Training and is also registered on the Commonwealth Register of Institutions and Courses for Overseas Students to deliver qualifications to International students through the establishment of Crown College International.

Crown’s commitment to training has been recognised through accolades including being awarded the Australian Business Awards Employer of Choice three times over the last seven years and winning the award for Excellence in Tourism Education and Training at the Victorian Tourism Awards in 2013, 2014 and 2015 and in Western Australia in 2016, 2017 and 2018.





CROWN COLLEGE INTERNATIONAL STUDENTS

Our People – The Crown Difference



CROWN COLLEGE INTERNATIONAL STUDENTS

### Crown College International

The Crown College International vision is to build on its reputation as a centre of education and training excellence that provides high quality and innovative programs and pathways to students who graduate job ready and able to meet industry needs.

Crown College International opened its doors in 2017 with an abundance of industry knowledge and impressive experience in the training sector. Crown College International delivers qualifications in hospitality, patisserie, and culinary studies. Crown College International's student base is comprised of individuals from 21 countries. Throughout 2019, the team attended a number of offshore and onshore educational events in Darwin, Thailand, Vietnam, Korea and Japan and has also participated in the Australian Government Austrade – ASEAN Tourism and Hospitality Education and Training showcase.

Crown's programs are rich in diversity, with courses developed by specialist qualified trainers. Crown's professional trainers are experts within their vocation and reflect the vision and direction of Crown College International. Class sizes are small to enable a more intimate, personalised learning experience that ensures all students have the capacity to excel and succeed. Crown aims to maintain and strengthen its position as a leader in the design, development and delivery of post-secondary education in the hospitality, patisserie and culinary studies sector, in order to address the employment needs of the global hospitality and tourism industries.

### Employee Consultative Committee

Crown Melbourne has an established Employee Consultative Committee (ECC). The ECC is a platform for employees to provide feedback and consult on matters of a collective

nature. The ECC meets quarterly with the relevant Human Resources representatives to discuss operational issues, health and safety concerns under the Enterprise Agreement (EA), other EA matters, and major changes.

### Industrial Relations

Crown is committed to managing industrial relations through open and effective relationships with employee associations and to act with integrity and in good faith in all dealings with these associations.

Crown has five collective bargaining EAs covering the majority of frontline staff and some management level employees.

### Contact Officer Network

Crown is committed to ensuring all employees feel supported throughout every stage of their employment. To assist with this, Crown has an established Contact Officer Network. A Contact



Officer is an employee who is appointed and trained to provide support to fellow employees who may have a concern relating to conduct at work.

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

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

### Careering Ahead

An essential part of Crown's recruitment commitment to candidate care is to ensure that all internal employees are supported to progress in their careers. In March 2019, the Recruitment team launched Careering Ahead. Careering Ahead is an internal program aimed at supporting and encouraging internal employees to have conversations about their career objectives and to obtain tips and advice on resumes, interviews or career transition. For some employees, this program has proven valuable in the lead up to scheduled interviews and when applying for job vacancies internally, resulting in a more positive employee experience. Careering Ahead has increased Crown's ability to identify internal passive talent which in turn enables more effective talent pooling for future potential opportunities.

Careering Ahead is an extension of the Kick Start Your Career program which launched in 2018 as a result of employees requests in prior EA negotiations. Kick Start Your Career concluded with a successful Careers Expo which provided new and existing information to all employees about career opportunities at Crown.

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

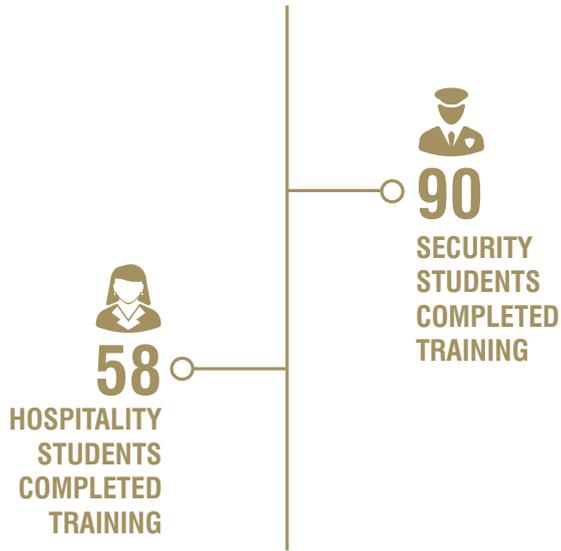
The Father James Grant Foundation's Mission Engage Youth Program is a 14-day training program to empower disengaged youth with the necessary skills, training and confidence to address the range of issues they are experiencing. Over the last year, Crown College has supported Father James by continuing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

### 500 Training Places

Crown College has committed to re-train 500 people affected by redundancies, with priority given to people in the automotive industry, women in crisis, new immigrants and Aboriginal or Torres Strait Islander people. Crown College offers students the opportunity to achieve a Certificate II in Security Operations or Certificate III in Hospitality qualifications.

Since the commencement of the program in 2015, the initiative continues to progress. There have been more than 1,000 enquiries and, to date, a total of 263 active enrolments in the program with a total of 90 Security students and 58 Hospitality students having completed the training. Of the graduates, 101 students have gained employment within the industry with women representing 49% of enrolments and 54% of completions.

**263**  
ENROLMENTS



**101**  
GAINED EMPLOYMENT

### CASE STUDY

#### Suraiya Alam, Food and Beverage Attendant

Suraiya Alam had not been in Australia too long before she stumbled across an online advertisement for Crown's 500 Training Places Program.

It's been three years now since she has been employed with Crown Melbourne and it was clear from day one that Suraiya was the right person to work at one of Crown's premium restaurants, The Conservatory.

"I was interviewed for a casual position initially, however when I was accepted I was told that they wanted to sign me as a part-time employee," Suraiya says.

Suraiya describes the training as intensive but enjoyable and an opportunity to learn many new skills and meet new people.

Recently, Suraiya was promoted to a Higher Duties position at The Conservatory and is enjoying expanding her skill-set in a supervisory role. "Training gives you the theoretical

knowledge but on the job, you learn how to deal with customers and a team and it's very hands-on."

After struggling to find work in her home of Bangladesh, Suraiya was more than ready to take on a busy environment and she loved the pressure of working in The Conservatory.

"This is my first job in Australia so it's close to my heart. What I love the most about working here is my team... we're like a family at The Conservatory."

As well as enjoying the work environment, Suraiya loves the variety in her job and the daily challenges it offers.

"It's full on, but I like facing new challenges and I enjoy needing to think on my feet."

Suraiya is grateful to 500 Training Places Program Coordinator Clare Collins for the support she has provided and the chance to obtain a qualification and open up more career opportunities.

One day, Suraiya aspires to work in a managerial role in the hospitality industry so she can pursue her passion for food.



SURAIYA ALAM

## CASE STUDY

### Joyce Jia, Table Games Dealer

To further enhance and deliver on Crown's commitment to developing employees, Crown College Melbourne hosts an annual Training Awards event. Congratulations to Table Games Dealer Joyce Jia, who won Trainee of the Year category at the 2019 Training Awards.

The Training Awards recognise Crown trainees, apprentices and students who excel in their area, are role models, strong contributors to the business goals and keen to develop their careers.

Joyce began her career with Crown in January 2018 and has been excelling ever since. At the 2018 Table Games Team of Year Awards, Joyce received the Hello Stranger award for consistently delivering an exceptional 'Crown Welcome' to patrons.

"I never underestimate the importance of a smile and this is one of my strengths; so much so that my nickname is 'Smiley'", says Joyce. "I believe a smile makes people look friendly and approachable."

"I moved to complete further study and was attracted to Australia because of its universities and job opportunities."

Currently, Joyce is completing her Certificate III in Hospitality (Table Games) with Crown College and says the training has been valuable not only for her career development but also for personal development.

Joyce is excited to continue embracing opportunities to develop as a Dealer and is grateful for the support of Managers and the advice to persevere and maintain a 'can do' attitude.



JOYCE JIA



# ENVIRONMENT AND SUSTAINABLE SUPPLY CHAIN





CROWN PERTH EMPLOYEES SUPPORT CLEAN UP AUSTRALIA DAY

## CROWN'S COMMITMENT TO THE ENVIRONMENT AND A SUSTAINABLE SUPPLY CHAIN

### CROWN EARTH

Crown's environmental sustainability program CROWNEARTH was introduced with a clear aim to deliver a strategy and plan actions and outcomes in environmental sustainability. The CROWNEARTH brand is instantly recognisable by managers and employees alike and signifies Crown's commitment to the three pillars of sustainability: people, planet and prosperity.

Crown takes a group-wide approach to environmental sustainability, aligning strategies and programs that further reduce the environmental impact and contribute to developing more sustainable practices, focussing on three key areas: energy, waste and water management.

Crown's well-established, employee-led CROWNEARTH Committees remain very active focussing on energy, water and waste management initiatives, as well as community focussed projects to improve the overall sustainability performance of the business.

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

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

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

During the 2019 financial year, Crown Resorts achieved a reduction in overall energy consumption (GJ) of 4% across Perth and Melbourne and a reduction of 4% energy intensity per area (GJ/m<sup>2</sup>).



## CASE STUDY

### Crown Hotels Soft Linen Recycling Program

Crown Hotels recycle approximately 40 tonnes of soft linen per year, linen that is typically still in very good condition but no longer up to Crown hotel standards. In partnership with housekeeping staff, CROWNEARTH volunteers coordinate the distribution of blankets, pillows and dressing gowns to various charitable organisations for reuse. Some of these organisations include The Lost Dogs Home, The Lort Smith Animal Shelter, Safe Steps and The Salvation Army.

Crown was pleased to recently commence a unique and innovative program to upcycle laundered hotel bed linen into reusable tote bags for employee giveaways – the bags are made by employees, for employees. Crown's upholstery team cuts out the patterns, volunteers attend sewing bees to stitch the bags, with assistance and guidance provided by Crown's Seamstress team – a true collaborative effort with the tote bags being very popular items amongst employees.

Crown Hotels' efforts in environmental sustainability were recognised by the Victorian Tourism Accommodation Association, with Crown being awarded the 2018 Excellence in Environmental and Energy Efficiency award.

Crown's Recycle90 Program continues to be integral to its overall waste management strategy with ~70% of Crown's waste diverted from landfill. For more information, please see the Performance Data section of this report.

### Crown's approach to phasing out single use plastics

Crown understands that there is an expectation from the community and Crown's guests that the use of environmentally harmful single use plastics be minimised. Crown Melbourne owned and operated outlets have removed plastic straws altogether, offering paper straws on request only. Crown Perth's staff dining room replaced plastic items with reusable stainless steel and reusable cutlery, saving millions of single use plastic items from landfill each year. This approach is in line with Crown's Sustainable Supply Chain Policy, whereby preference is given toward environmentally friendly, socially preferred products, services and materials.

Crown's efforts in waste management for its Recycle90 program were recognised as Highly Commended by the Western Australian Government's 2018 Infinity Waste Awards Program.

Crown recognises that employees need to understand and be aligned to Crown's environmental sustainability objectives, otherwise change is difficult to achieve and short-lived. The 2019 financial year saw a continued focus on staff engagement with regular events, training and communications to ensure staff and contractors are kept informed of Crown's environmental performance and progress, and to continue to embed sustainability as part of Crown's culture.



CROWN EMPLOYEE ASSISTING WITH TOTE BAG SEWING



CROWN MELBOURNE EMPLOYEES SUPPORTING CLEAN UP AUSTRALIA DAY

**CROWNEARTH**  
Committee Member  
Suzann Kvalic



When Suzann Kvalic joined Crown Melbourne back in 1997 as a Gaming Machines Attendant, environmental sustainability was not necessarily at the forefront of peoples' minds.

Now, 22 years on and several job changes later, Suzann has seen Crown evolve in line with environmental sustainability, developing a strong commitment to energy, water and life-cycle management.

When the CROWNEARTH Committee re-launched in 2017, Suzann was busy in her role as an Executive Assistant but was keen to join an initiative to support Crown's framework to develop and implement programs to reduce its environmental footprint.

"I was motivated to join the CROWNEARTH committee through a keen interest in the environment and sustainability and how awareness of these issues could be raised throughout Crown," Suzann says.

Suzann believes waste management is one of the most important environmental issues and believes

many environment issues can be linked back to the effectiveness of how waste is managed.

While it can be easy to dismiss individual impacts, Suzann says making an individual contribution to create positive change.

"At home or work... every little thing you do matters."

"Personally, I try to do my best in terms of recycling, reducing and reusing – sometimes I fail, but I always keep trying."

CROWNEARTH seeks to expand its program by partnering with the Community Champions to drive charity initiatives, which Suzann says is encouraging as it demonstrates the generosity of the employee community.

"The most important achievement of the CROWNEARTH Committee to date has been its ability to open conversations and raise awareness regarding the environmental and sustainability issues facing not only Crown, but the world."

**CROWNEARTH**  
Committee Member  
Laura Anderson



Describing herself as an environmentally conscious individual, Laura Anderson, Sales Manager (Corporate), was keen to join the CROWNEARTH Committee not only to further pursue this personal commitment, but also learn more about the wider business operations at Crown Perth.

For Laura, waste management is the top priority when it comes to the list of environmental issues that need to be addressed.

"There is single use plastic everywhere," Laura says. "I see packaging around packaging; there

is so much unnecessary use of plastic and other eco-unfriendly materials."

While positive changes have been implemented throughout Crown Perth, such as the removal of plastic cups and cutlery in the staff dining room, Laura would like to see this expand.

Laura's top tips for living more environmentally-friendly are to use as many reusable items as possible, including reusable coffee cups, switch to public transport, even just once a week, limit unnecessary driving and avoid single use plastic at the supermarket.

## CASE STUDY

### CROWNEARTH in the Community

In addition to internal programs, Crown continues to participate in a number of externally organised programs including Sustainability Victoria's TAKE2 program, Earth Hour, Soap Aid, National Recycling Week and Plastic Free July.

CROWNEARTH Committee members have also:

- Volunteered their time with the Brotherhood of St Laurence to help with recycling of old books;
- Coordinated over 120 employees and contractors in support of Clean up Australia Day, collecting rubbish in the areas surrounding Perth's Swan River and Melbourne's Yarra River;
- Hosted a cupcake decorating session for community members at the Salvation Army's Hamadova café;
- Volunteered their time (with the help of CROWNEARTH staff kids!) to plant trees in support of Planet Ark's National Tree Day in various locations across Perth;
- Coordinated a Winter Woollen's drive in support of the Salvation Army and St Kilda Mums Group, with thousands of winter coats and woollens donated by Crown staff; and
- Coordinated a Food Drive in partnership with Bueno to support Foodbank Victoria, with nearly 750kg of goods donated by very generous Crown staff – equivalent to 1,333 meals!



CROWN MELBOURNE EMPLOYEES VOLUNTEERING AT THE SALVATION ARMY CAFE



CROWN PERTH EMPLOYEES AND THEIR CHILDREN VOLUNTEERING ON NATIONAL TREE DAY



CROWN AND BUENO EMPLOYEES VOLUNTEERING AT FOODBANK



**CASE STUDY**

**Crown Community Week**

During Crown Community Week, CROWNEARTH hosted a morning tea to celebrate Crown's achievements in sustainability and to promote participation in Plastic Free July. Moderated by John Daniell, CROWNEARTH Committee Chair, the interactive session featured panellists Alicia Gleeson, Executive General Manager, Human Resources, Chris Crawford, General Manager, Beverage and Kristy Rogan, Group Sustainability Manager, sharing information about Crown's approach to various sustainability topics. Attendees enjoyed a morning tea and were provided Crown Community branded tote bags as giveaways.



Crown employees during Crown Community Week



Crown employees during CROWNEARTH week

## CASE STUDY

### CROWNEARTH Week

This year, Crown Perth's annual CROWNEARTH Week was bigger and better than ever! Organised by CROWNEARTH Committee members, the week aims to highlight and promote sustainability initiatives that can be applied in the workplace as well as at home. The employee dining area was a hive of activity – literally – as employees used pedal power to blend healthy

smoothies, purchased Keep Cups with proceeds donated to charity, enjoyed free coffee courtesy of Vittoria and chatted with vendors about waste management, whilst the Staff Canteen served up a healthy “green” menu!

Chief Operating Officer, Food & Beverage and Entertainment Andrew Hill says “Events like this are highly engaging for employees, help to highlight environmental issues and give Crown the opportunity

to showcase and celebrate our own achievements in this space” (Andrew is pictured above, pedalling away whilst blending a smoothie!).

The CROWNEARTH Committee were grateful for the support from Vittoria, NuGreen Solutions, Suez, The Water Corporation, The Town of Vic Park, EnviroHouse, Greenbatch, Ambius and Crown's employee staff canteen management team.

### Sustainable Supply Chain

Crown's Australian resorts procure approximately \$1.7 billion of goods and services from around 6,000 suppliers annually. Crown, through its procurement activities, places significant importance on driving local and/or Indigenous supplier relationships, and working with organisations that support the employment of people with disability and who promote Gender Equity.

### Sustainable Supply Chain Strategy

The management of environmental, social and economic impacts and the encouragement of good governance practices is a key Sustainable Supply Chain objective for Crown. Crown remains focussed on continuing to develop internal processes and implement recommendations in line with best practice ISO 20400 Sustainable Procurement.

In 2018, Crown launched its Sustainable Supply Chain Policy. This Policy was developed to provide guidance towards integrating environmental and social considerations in procurement decisions to promote a more sustainable way of doing business. Crown's vision is to contribute to environmental sustainability and community development whilst reducing the

impact of Crown's operations through considered procurement decisions.

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

### Supplier Code of Conduct

Crown's Supplier Code of Conduct highlights Crown's key values and operating principles, and outlines supplier expectations. Crown's key values and operating principles included in the Code of Conduct are:

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

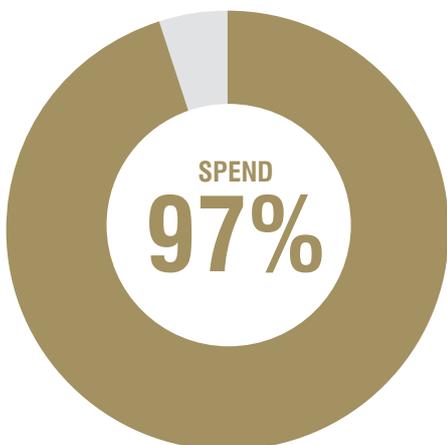
 [More information Crown Resorts website: www.crownresorts.com.au/corporate-governance/codes](http://www.crownresorts.com.au/corporate-governance/codes)

### Sustainability Reporting

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

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

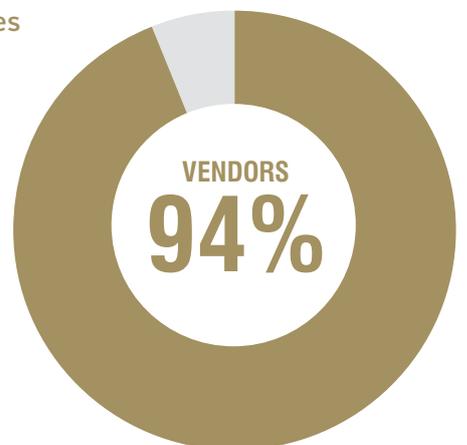
It is mandatory that supplier profiles are completed as part of Crown's supplier prequalification and supply risk assessment processes. This provides a collection of data that gives Crown a better understanding of its suppliers' activities. This information is used to explore opportunities with those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



### Commitment to Australian Businesses

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

 Domestic  
 International



## CASE STUDY

### Miei Fiori

Miei Fiori (or “My Flowers” in Italian) is a bespoke flower and gift destination, and social enterprise all wrapped into one. Founded in April 2016 by wife and husband team Lyly and Rob Greca for the purpose of enabling change, they believe in achieving the impossible with a bold mission to close the poverty gap through innovative and creative business solutions that support communities and protect our planet.

Aligned with Crown’s Sustainable Supply Chain Policy, Miei Fiori has a zero waste policy, provides outstanding customer service and donates net profits to charity. With support from its corporate clientele, including Crown, Miei Fiori currently sponsors 25 young Australians with the necessities to go to school through the Smith Family’s Learning for Life program.



MIEI FIORI FOUNDERS LYLY AND ROB GRECA



MIEI FIORI FLOWERS CROWN TOWERS



CROWN PERTH EMPLOYEES AT THE WESTERN AUSTRALIAN GOVERNMENT'S 2018 INFINITY WASTE AWARDS



# CROWN'S SERVICE AND INTEGRITY





## CREATING A WORLD-CLASS CUSTOMER EXPERIENCE

Crown's Melbourne and Perth resorts are significant tourist attractions, serving millions of visitors each year with approximately 18,500 people working towards the delivery of a world-class customer experiences.

### Customer Satisfaction

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

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

Crown values the opportunity to receive feedback from its customers and provides many different feedback channels. The information provided allows Crown to better meet the requirements and expectations of its customers. Feedback channels include Crown's website, feedback forms in hotel rooms, feedback forms on the

gaming floor and the opportunity to provide verbal feedback directly to employees or written feedback via email.

### Safety and Security

With over 32 million visits to its Australian casinos per year, Crown aims to provide a safe and secure environment for those who come to visit and those who work at its properties. The health and safety of Crown's customers is a key focus of every aspect of the business. This commitment is also covered through various pieces of legislation, regulations and codes of practice.

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

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

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 with regular on-going monitoring and refresher training. Crown's operational security employees are all licensed and registered.

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

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

### Customer Privacy

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

### Privacy Compliance Program

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

The Privacy Compliance Program relevantly details:

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

### Privacy Policy

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

- how personal information will be managed including collection, use, storage and disclosure;
- how to contact Crown's Privacy Manager;
- guidance on matters such as cross border disclosure of personal information;
- details as to data quality and data security; and
- how privacy complaints and enquiries are dealt with.

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

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

### Data Breach Response Procedure

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

## RESPONSIBLE SERVICE

### Responsible Service of Alcohol

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

### Responsible Service of Gaming

The responsible service of gaming and engagement with harm minimisation practice is at the core of Crown's delivery of its gaming product. A comprehensive responsible gaming framework has been developed around three core principles:

- Awareness – supporting harm minimisation by building awareness of responsible gaming programs and services for staff and customers;
- Assistance – contributing to harm minimisation by providing assistance to customers in managing their gaming behaviours; and
- Support – delivering a supportive environment where the potential for harm is minimised and a culture of responsible gaming support is embedded in the organisation.

Crown's responsible gaming framework balances responsible practices, harm minimisation, regulatory and policy requirements along with an internal perspective based on regular review and incorporation of relevant global benchmarks. Crown seeks to employ a variety of methods including training and technology to assist customers and deliver products in a way that balances customer enjoyment and harm minimisation.

The responsible gaming effort is led by the Crown Responsible Gaming Committee, chaired by Independent Director Professor John Horvath AO. The Committee monitors Crown's responsible gaming initiatives and recommends policies and procedures to enhance the effectiveness of those programs and services, as well as promoting continuous improvement and responsible gaming awareness across the business.

Employee training and ongoing education in relation to responsible gaming at each Australian resort provides appropriate skill sets and guidelines for interaction with employees and customers. The training is delivered using a blended model of facilitator led and online programs. Employee and customer communication is regularly reviewed and delivered using a variety of communication channels.

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

Crown ensures it remains at the forefront of national and international progress via participation in working groups, committees and conferences. Locally, both Crown Melbourne's and Crown Perth's responsible gaming departments liaise closely with Gambler's Help, Gambling Help services and a variety of community groups.

In Victoria, Crown Melbourne is a member of the Responsible Gambling Ministerial Advisory Council and participates in the Victorian Responsible Gambling Foundation Industry Forum and the Gambling Harm Awareness Week Reference Group. In Western Australia, Crown Perth is a member of the Problem Gambling Support Services Committee and the Gaming Community Trust Committee, as well as the Responsible Gambling Awareness Week Planning Committee.

Each year, Crown's Australian resorts participate in, and generate activities for, each of the respective States' responsible gambling awareness weeks. At Crown Melbourne, Gambling Harm Awareness Week, and at Crown Perth, Responsible Gambling Awareness Week, are promoted for customers and employees with information and activities provided throughout the week, culminating in special events recognising Crown's commitment to responsible gaming.

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



#### More information

Crown Resorts website:  
[www.crownresorts.com.au/corporate-governance/charters](http://www.crownresorts.com.au/corporate-governance/charters)

## RESPONSIBLE AND ETHICAL BEHAVIOUR

A culture of responsible and ethical behaviour underpins all of Crown's activities, providing the foundation for business success. A strong corporate governance framework supports the management of the business. Crown follows the best practice recommendations set out by the ASX Corporate Governance Council's Corporate Governance Principles and Recommendations.

 **More information**  
Crown's Corporate Governance Statement: [www.crownresorts.com.au/corporate-governance](http://www.crownresorts.com.au/corporate-governance)

### Regulatory Oversight

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

### Ethics and Integrity

In addition to the gaming compliance and probity requirements that Crown's properties are subject to, as a publicly listed company, Crown is subject to the continuous disclosure and regular reporting regimes mandated by the *Corporations Act 2001* and the ASX Listing Rules.

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

 **More information**  
Crown's Code of Conduct for Directors, Code of Conduct for Employees and Supplier Code of Conduct: [www.crownresorts.com.au/corporate-governance/codes](http://www.crownresorts.com.au/corporate-governance/codes)

### Anti-bribery and Corruption

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

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

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

Suspected incidents of bribery and corruption are required to be reported to the Legal Department of the relevant Crown business in which the employee operates. Crown also operates a whistle-blower program which can be used to report instances of bribery and corruption.

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

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

 **More information**  
Crown's Anti-bribery and Corruption Policy: [www.crownresorts.com.au/corporate-governance/policies](http://www.crownresorts.com.au/corporate-governance/policies)  
Crown's Annual Report: [www.crownresorts.com.au/investors-media/annual-reports](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.

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

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

 **More information**  
Crown's Code of Conduct for Directors, Code of Conduct for Employees and Supplier Code of Conduct: [www.crownresorts.com.au/corporate-governance/codes](http://www.crownresorts.com.au/corporate-governance/codes)  
Crown's Annual Report: [www.crownresorts.com.au/investors-media/annual-reports](http://www.crownresorts.com.au/investors-media/annual-reports)

### Risk Management

Crown has established a framework for the oversight and management of material business risks and has adopted both a formal Risk Management Policy and a formal Risk Management Strategy, including an articulation of its Risk Appetite, which is administered by Crown's Board convened Risk Management Committee.

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

The Risk Management framework sets out requirements and 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. The framework has been developed using the model outlined in AS/NZS ISO 31000:2018 Risk Management.

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

Crown's Australian resorts, Crown Melbourne and Crown Perth, operate under the same risk management framework.

 **More information**  
Crown's Risk Management Committee Charter: [www.crownresorts.com.au/corporate-governance/charters](http://www.crownresorts.com.au/corporate-governance/charters)  
Crown's Risk Management Policy: [www.crownresorts.com.au/corporate-governance/policies](http://www.crownresorts.com.au/corporate-governance/policies)  
Crown's Annual Report: [www.crownresorts.com.au/investors-media/annual-reports](http://www.crownresorts.com.au/investors-media/annual-reports)

## OUR REPORTING & OUR STAKEHOLDERS

This is Crown's seventh Corporate Responsibility Report and builds upon previous Reports. This Report relates to Crown's Australian resorts, Crown Melbourne and Crown Perth, for the financial year ended 30 June 2019.

Crown has defined its material issues as those which reflect significant economic, environmental and social impacts and has referenced the 2017 GRI Standards – for further detail, please refer to the GRI Content Index on pages 70 - 71.

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

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



CROWN SYDNEY EMPLOYEES

## HOW CROWN ENGAGES WITH STAKEHOLDERS

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

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

The primary stakeholders with whom Crown engages are:

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



# CROWN'S PERFORMANCE DATA



## CROWN RESORTS EMPLOYEES

### Employee Demographics

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

Unless stated otherwise, the following employee data relates to Crown Melbourne and Crown Perth (including Australian-based amenities) as at 30 June 2019.

Employee Status	F17	F18	F19
Full Time	5,316	5,306	5,332
Part Time	4,142	4,248	4,327
Casual	2,297	2,415	2,342
Contractors/Tenancies	4,819	5,980	6,565
<b>Total</b>	<b>16,574</b>	<b>17,949</b>	<b>18,566</b>

By Site	Perth			Melbourne		
	F17	F18	F19	F17	F18	F19
Full Time	1,790	1,832	1,805	3,526	3,474	3,527
Part Time	1,599	1,631	1,708	2,543	2,617	2,619
Casual	1,053	1,162	1,117	1,244	1,253	1,225
Contractors/Tenancies	1,336	1,339	1,398	3,483	4,641	5,167
<b>Total</b>	<b>5,778</b>	<b>5,964</b>	<b>6,028</b>	<b>10,796</b>	<b>11,985</b>	<b>12,538</b>

Diversity	F17	F18	F19
Indigenous Employment Program employees	191	197	177
CROWNability employees	201	229	269

Gender Balance*	F17	F18	F19
Female	4,963	5,143	5,211
Male	6,872	6,891	6,917
<b>Total</b>	<b>11,835</b>	<b>12,034</b>	<b>12,128</b>

Gender Split*	F17	F18	F19
Female	42%	42.5%	43.0%
Male	58%	57.5%	57.0%

\*Figures include Crown Resorts Corporate employees but exclude Melbourne and Perth Contractors/Tenancies employees.

Parental Leave	Head Count
Primary	102
Secondary	99

Parental Leave - Primary	
Headcount	157
Primary Paid	\$1,383,691
Primary Super	\$291,321
<b>Total Benefits paid to Primary Carer</b>	<b>\$1,675,012</b>

Parental Leave - Secondary	
Headcount	110
Secondary Paid	\$214,090
Secondary Super	\$63,002
<b>Total Benefits paid to Secondary Carer</b>	<b>\$277,092</b>

<b>Total Parental Leave Benefits Paid</b>	<b>\$1,952,104</b>
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ENVIRONMENTAL  
SUSTAINABILITY

## GRI 302-1 Energy consumption within the organisation

Energy (GJ)	Crown Melbourne	Crown Perth	Jets	Total
F12	896,522	254,720	17,857	1,169,099
F13	903,776	280,793	18,635	1,203,204
F14	827,506	271,806	15,689	1,115,001
F15	682,770	261,835	17,113	961,718
F16	673,803	250,872	22,210	946,885
F17	696,349	323,265	21,802	1,041,416
F18	678,428	315,086	25,533	1,019,047
F19	664,421	304,111	12,238	980,770
<b>% CHANGE</b>	<b>-2%</b>	<b>-3%</b>	<b>-52%</b>	<b>-4%</b>

Electricity (kWh)	Crown Melbourne	Crown Perth	Total
F12	99,756,067	49,718,889	149,474,956
F13	89,924,678	54,201,279	144,125,957
F14	85,115,562	53,084,844	138,200,406
F15	97,702,516	50,411,807	148,114,323
F16	95,293,124	47,838,011	143,131,135
F17	93,083,486	56,376,376	149,459,862
F18	91,748,128	55,262,596	147,010,724
F19	90,452,453	53,030,533	143,572,986
<b>% Change</b>	<b>-1%</b>	<b>-4%</b>	<b>-2%</b>

Gas (GJ)	Crown Melbourne	Crown Perth	Total
F12	518,642	71,543	590,185
F13	559,945	80,399	640,344
F14	504,252	78,390	582,642
F15	312,948	77,033	389,981
F16	335,255	76,715	411,970
F17	338,970	118,039	457,009
F18	321,598	115,560	437,158
F19	325,009	111,797	436,807
<b>% Change</b>	<b>1%</b>	<b>-3%</b>	<b>0%</b>

\*All methodologies used are in accordance with the National Greenhouse and Energy Reporting Act 2007 (NGER Act). Total energy includes fuel, electricity and gas data obtained from utility invoices. Heating, cooling and steam from external sources are not consumed on-site. Only aviation fuel from domestic jet travel has been included.

**GRI 302-3 Energy Intensity**

The energy intensity metric used is m<sup>2</sup> of gross floor area.

Energy (GJ/m <sup>2</sup> )	Crown Melbourne	Crown Perth	Total (including jets)
F12	1.70	1.62	1.71
F13	1.72	1.74	1.76
F14	1.58	1.84	1.66
F15	1.30	1.41	1.35
F16	1.27	1.35	1.32
F17	1.33	1.37	1.37
F18	1.26	1.33	1.32
F19	1.23	1.28	1.26
<b>% Change</b>	<b>-2%</b>	<b>-3%</b>	<b>-4%</b>

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

Scope 1 GHG (t CO <sub>2</sub> -e)	Crown Melbourne	Crown Perth	Jets	Total
F12	28,690	4,278	1,242	34,210
F13	30,844	4,833	1,250	36,927
F14	28,170	4,526	1,052	33,748
F15	18,339	4,504	1,148	23,991
F16	19,542	4,352	1,505	25,399
F17	18,439	6,067	1,460	25,966
F18	17,836	6,026	1,710	25,572
F19	17,833	5,838	831	24,502
<b>% Change</b>	<b>-3%</b>	<b>-3%</b>	<b>-51%</b>	<b>-4%</b>

\* Greenhouse Gas emissions are calculated using factors stipulated under the NGER Act 2007 for electricity, gas and fuel. Only aviation fuel associated with domestic jet travel has been included. Refrigerant emissions have been included based on leakage factors as stipulated by the NGER Act. All Greenhouse Gases presented have been converted to carbon dioxide equivalent emissions as per the NGER Act reporting methodologies.

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

Scope 2 GHG (t CO <sub>2</sub> -e)	Crown Melbourne	Crown Perth	Total
F12	120,705	39,775	160,480
F13	107,010	44,445	151,455
F14	99,585	41,406	140,991
F15	115,289	38,313	153,602
F16	107,681	36,357	144,038
F17	101,461	42,846	144,307
F18	99,088	39,684	137,772
F19	96,887	37,121	134,002
<b>% Change</b>	<b>-2%</b>	<b>-4%</b>	<b>-4%</b>

\* Greenhouse Gas emissions are calculated using factors stipulated under the NGER Act 2007 for electricity, gas and fuel. Only aviation fuel associated with domestic jet travel has been included. Refrigerant emissions have been included based on leakage factors as stipulated by the NGER Act. All Greenhouse Gases presented have been converted to carbon dioxide equivalent emissions as per the NGER Act reporting methodologies.

**GRI 305-4 GHG emissions intensity**

The emissions intensity metric used is m<sup>2</sup> of gross floor area.

GHG (t CO <sub>2</sub> -e / m <sup>2</sup> )	Crown Melbourne	Crown Perth	Total (including jets)
F12	0.28	0.28	0.28
F13	0.26	0.30	0.27
F14	0.24	0.31	0.26
F15	0.25	0.23	0.25
F16	0.24	0.21	0.23
F17	0.22	0.20	0.22
F18	0.22	0.19	0.21
F19	0.21	0.18	0.20
<b>% Change</b>	<b>-2%</b>	<b>-4%</b>	<b>-3%</b>

Total Emissions (tCO <sub>2</sub> -e)	Crown Melbourne	Crown Perth	Jets	Total
F11	157,497	40,989	1,435	199,921
F12	149,395	44,053	1,242	194,690
F13	137,854	49,278	1,250	188,382
F14	127,756	45,932	1,052	174,740
F15	133,628	42,817	1,148	177,593
F16	127,223	40,709	1,505	169,437
F17	119,900	48,913	1,460	170,273
F18	118,653	44,710	1,710	165,073
F19	114,714	42,959	831	158,504
<b>% Change</b>	<b>-2%</b>	<b>-4%</b>	<b>-51%</b>	<b>-3%</b>

\*Greenhouse Gas emissions are calculated using factors stipulated under the 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.

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

Total Water Consumption (kL)	Crown Melbourne	Crown Perth	Total
F12	704,552	337,681	1,042,233
F13	786,857	361,042	1,147,899
F14	743,101	360,612	1,103,713
F15	729,162	368,081	1,097,243
F16	748,631	339,540	1,088,171
F17	722,374	395,916	1,118,290
F18	690,248	447,566	1,137,814
F19	699,870	449,229	1,149,099
<b>% Change</b>	<b>1.3%</b>	<b>0.3%</b>	<b>1.0%</b>

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

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

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

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

F19 Water Discharge (kL)	Crown Melbourne	Crown Perth	Total
Sewer	552,599	227,399	779,998
Un-scheduled Discharges <sup>2</sup>	None	None	None

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

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

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

Waste Category	Crown Melbourne (tonnes)	Crown Perth (tonnes)	Crown Resorts Total (tonnes)	Crown Resorts Percentage of Total Waste
<b>Waste Streams sent to Landfill</b>				
General Waste	3,893	1,472	5,366	30.6%
<b>Waste Streams Recycled</b>				
Commingled	1,445	1,023	2,468	14.1%
Grease Trap Waste	1,528	1,071	2,599	14.8%
Cardboard	827	351	1,178	6.7%
Organics	2,567	1,997	4,564	26.0%
Gaming Cards	439	26	465	2.7%
Oil Waste	251	230	481	2.7%
Paper - Secure Document Destruction	0	10.62	11	0.1%
Secure Paper	11	0	11	0.1%
Paper	18	0	18	0.1%
Polystyrene and Hard Plastics	34	3	37	0.2%
Timber Recycling	20	138	159	0.9%
Metal Recycling	45	10	55	0.3%
E-Waste	48	4	52	0.3%
Cigarettes	0	0	0	0.0%
Fluorescent Tubes and Lamps	1	0	2	0.0%
Green Waste	0	30	30	0.2%
Uniforms	36	0	36	0.2%
Soap Aid	1.2	0	12	0.1%
Nespresso	1	0	3	0.0%
Furniture	1	0	1	0.0%
Demolition Waste	32	0	32	0.2%
Soft Plastic	0	13	13	0.1%
<b>Total Waste Recycled</b>	<b>7,305</b>	<b>4,906</b>	<b>12,211</b>	<b>69.4%</b>

## Total Waste by Weight

Total Waste Generation	Landfill	Recycled	Total	% Recycled
F11	10,086	6,701	16,787	39.9
F12	10,234	9,426	19,659	47.9
F13	10,776	6,117	16,893	36.2
F14	9,932	7,085	17,016	41.6
F15	5,139	11,619	16,758	69.3
F16	4,839	12,201	17,040	71.6
F17	5,488	11,459	16,946	67.5
F18	5,455	12,048	17,503	68.8
F19	5,366	12,211	17,577	69.4
<b>% Change</b>	<b>-1.6%</b>	<b>1.4%</b>	<b>0.4%</b>	<b>0.9%</b>

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

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CROWN MELBOURNE



CROWN PERTH

## ABOUT CROWN

### Crown's registered office and principal place of business address:

Level 3  
Crown Towers  
8 Whiteman Street  
Southbank VIC 3006  
Australia

Crown is one of Australia's largest entertainment groups and makes a major contribution to Australian tourism, employment, training and social responsibility programs. Crown is a public company listed on the Australian Securities Exchange. Crown owns and operates two of Australia's leading integrated resorts, Crown Melbourne and Crown Perth, which together attracted over 32 million visits during the period.

Construction is underway on the Crown Sydney Hotel Resort at Barangaroo in Sydney, which is on schedule for completion in the first half of calendar year 2021.

Crown's Australian resorts in Melbourne and Perth feature almost 2,800 hotel rooms, VIP villas, casinos, resort pools, luxury spas, signature restaurants and retail, convention facilities and live entertainment. Crown is a significant Australian employer, with approximately 18,500 people working at its Melbourne and Perth resorts.

Overseas, Crown owns and operates Crown Aspinalls in London, one of the high-end licensed casinos in the West End entertainment district.

Crown has interests in various digital businesses, including Betfair Australasia (100%), DGN Games (85%) and Chill Gaming (50%), and holds equity interests in UK-based Aspers Group (50%) and Nobu (20%).



CROWN SYDNEY - PROPOSED RENDER

## CROWN SYDNEY

Crown Sydney, located at Barangaroo in Sydney, will be the city's first six-star hotel and a landmark building with views of some of Australia's most celebrated icons, the Sydney Harbour Bridge and Sydney Opera House.

The Crown Sydney Hotel Resort will include 349 hotel rooms and suites, luxury residences, signature restaurants, bars, luxury retail outlets, pool and spa facilities, conference rooms and VIP gaming facilities.

Construction of the project is well advanced with the tower past the halfway mark and the fit out of the hotel guestrooms and suites progressing through the lower floors of the structure. The podium structure is complete with exterior glazing and facade work well advanced, enabling interior fit out activities to be progressed in all areas of the podium.

The majority of the construction work is being undertaken by Australian businesses, creating hundreds of construction jobs and benefitting the New South Wales economy.



## ACKNOWLEDGEMENT OF COUNTRY

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

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

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



