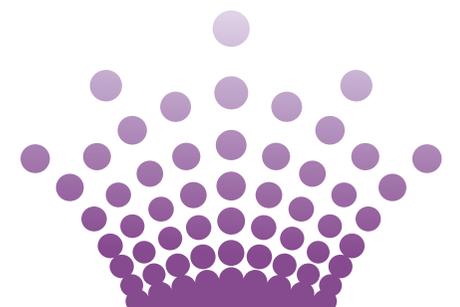




CROWN RESORTS  
GENDER ACTION PLAN  
F20 - F23



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## ABOUT CROWN RESORTS

Crown Resorts Limited (Crown) is one of Australia's largest entertainment groups, with properties and investments in Melbourne, Perth, Sydney and London.

We are 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 roles including hospitality, tourism, gaming, entertainment, marketing, finance, information technology, human resources, learning & development, legal, and health and safety.

Crown has a strong reputation for providing safe and inclusive workplaces where every employee and guest feels welcomed and respected.



All non-Crown specific statistics and results of studies included in this Gender Action Plan are courtesy of Australian Women Donors Network, or are taken from *The Business Case for Gender Equality*, published by the Australian Government in November 2018.

# WELCOME TO COUNTRY

## MELBOURNE

*Womin Djeka (meaning Welcome) Mar-ran biik biik. Boonwurrung Nairm derp bordrupen uther weelam.*

On behalf of the Boonwurrung, a language group of the greater Kulin nations, we welcome you to the estate of the Yaluk-ut Weelam clan of the Boonwurrung, whose lands extend from the Werribee River, to the south-eastern suburbs of Melbourne – where Crown is located.

According to Boonwurrung traditions, this land is protected by the creator Bundjil, who travels as the eagle, and by Waang, who protects the waterways and travels as the crow.

Bundjil always taught the Boonwurrung to welcome guests and asked that all guests made two commitments – to obey and respect the traditions and ways of Bundjil, and not to harm the land or children of Bundjil.

As the spirit of our ancestors live on, let the wisdom and the spirit of generosity which Bundjil taught us influence the opportunities that may arise at this meeting place.

*Womin Djeka Mar-ran biik biik. Boonwurrung Nairm derp bordrupen uther weelam.*  
Welcome, respect our sacred laws and enjoy our beautiful traditional Country.

**Pinbata Carolyn Briggs**

Boonwurrung

## PERTH

*Ngalluk jurapiny wanju nunnuk  
ngallah Noongar Boodja*

*Nitjah ngallah moorts Boodja  
koorah koorah*

*Nitjah ngallah karllah Boodja  
koorah waanginy gaany ngallah*

*jurapiny moort ngallah boodja  
Koorah waanginy kedala*

*ngallah yaakiny ngallak Noongar  
Nyitiyang*

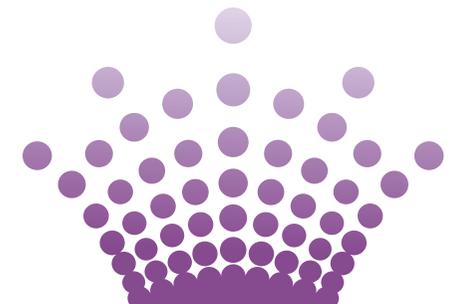
*Ngallak, Ngallak-a gaany*

Written by Noongar Elders and Ngallak Koort Boodja Group members Doolan-Leisha Eatts, Yuraleen Dorothy Winmar and Frederick Joseph Pickett

By the banks of the bilya-maarl (Swan river, Perth), we mark respect for the living Culture of the traditional custodians of the land.

## SYDNEY

We would like to acknowledge the Traditional Owners of the land on which Crown Sydney is being built, the Gadigal People of the Eora Nation and pay our respects to Elders past, present and emerging.





# WHY YOU NEED TO READ THIS GENDER ACTION PLAN

At Crown, we believe that all employees should have every opportunity to reach their full potential. This belief underpins Crown's overall commitment to diversity and inclusion in our workplaces with our focus on gender equity a core element.

Crown's journey towards gender equity has been progressing well over the last few years. We have focused on addressing key policy issues and, as a result, we have implemented important policies including Paid Parental Leave, Purchased Leave, Domestic Violence Support Leave and flexible working arrangements. These policies are at industry standard or above.

These policy changes help to remove some of the economic disparities that may arise between male and female employees at Crown. It is clear these disparities exist across Australia with women typically retiring with only 47 per cent of the retirement savings of men. The two factors driving this are that, on average, women spend less time in the workforce and are paid less when they are. Crown's policies are aimed at addressing the causes of these disparities.

To determine the extent of any pay inequality at Crown, we asked specialist analysts to undertake a review of salary levels across all roles at Crown. That review revealed that on a like-for-like basis we reward our male and female employees at a comparable level. Despite that, the data we report to the Workplace Gender Equality Agency (WGEA) indicates that the average salary we pay women at Crown is 9.3 per cent less than the average salary for men.

When we look behind the averages from the WGEA data, the disparity is in a large part due to the lack of equal gender

representation across all levels of our organisation. We are committed to addressing the imbalance through this Gender Action Plan (GAP). The GAP sets out a range of initiatives that will help, over time, improve the level of female representation across all levels in the organisation.

Beyond the policy changes and the GAP, Crown is committed to leading by example and achieving gender equity by encouraging a shift in mindset. We have made a start on this through the introduction of our Gender Fitness app which measures the balance of attendance and contribution of all employees in meetings. We will also be implementing further cultural initiatives and engaging communication channels to create an environment that allows women at all levels to seek and achieve career advancement.

Our vision for gender equity is to reach a point where every person, regardless of gender, who decides to work with Crown, has the same opportunity to advance and is rewarded equally for their success.

## **Ken Barton**

Chief Financial Officer & CEO Crown Digital  
Male Champion of Change



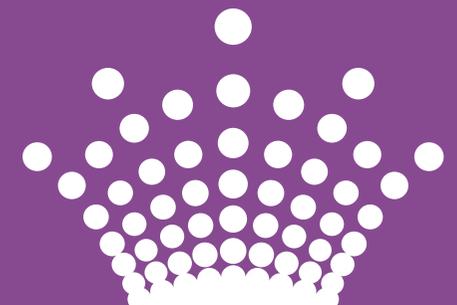
# WHY GENDER EQUITY

The primary aim of this GAP is to further advance and promote inclusive and diverse employment at Crown by planning how we can support and develop employees who identify as female.

It should be noted however, that many programs and initiatives that might have originated from our aim to achieve gender equity (such as our parental leave policy) ensure that all of our employees are valued, respected and given opportunities to develop professionally.

Crown values and celebrates diversity, and acknowledges that this GAP does not seek to address all forms of gender inequality, but primarily focuses on the inequalities that exist between men and women. We also acknowledge that other inequalities exist in our community that relate to Lesbian, Gay, Bisexual, Trans and Gender Diverse, and Intersex people and communities, and affirm the right to equality and fairness for LGBTIQ+ individuals.

Crown welcomes and respects guests, employees, and suppliers of all genders and identities, and undertakes a range of programs and initiatives to ensure that all of our employees are valued, respected and given opportunities to develop professionally.





# WHAT AUSTRALIA'S WORKPLACE GENDER EQUALITY AGENCY SAYS ABOUT GENDER EQUALITY

Workplace gender equality is achieved when people are able to access and enjoy the same rewards, resources and opportunities regardless of gender.

Australia, along with many countries worldwide, has made significant progress towards gender equality in recent decades, particularly in education, health and female workforce participation.

However, the gender gap in the Australian workforce is still prevalent; women continue to earn less than men, are less likely to advance their careers as far as men, and accumulate less retirement or superannuation savings. At the same time, men have less access than women to family-friendly policies such as parental leave or flexible working arrangements.

The aim of gender equality in the workplace is to achieve broadly equal outcomes for women and men, not necessarily outcomes that are exactly the same for all. To achieve this requires:

- workplaces to provide equal pay for work of equal or comparable value;
- removal of barriers to the full and equal participation of women in the workforce;
- access to all occupations and industries, including leadership roles, regardless of gender; and
- elimination of discrimination on the basis of gender, particularly in relation to family and carer responsibilities.

Achieving gender equality is important for workplaces not only because it is 'fair' and 'the right thing to do', but because it is also linked to a country's overall economic performance.

Workplace gender equality is associated with:

- improved national productivity and economic growth;
- future proofing the Australian economy;
- increased organisational performance;
- enhanced ability of companies to attract talent and retain employees; and
- enhanced organisational reputation.

The above information and more can be found at:

[www.wgea.gov.au/learn/about-workplace-gender-equality](http://www.wgea.gov.au/learn/about-workplace-gender-equality)



# OUR JOURNEY SO FAR

While this is our first GAP, we are proud to say that we have been working for many years at ensuring that our female employees are supported and respected.

For some time, we developed various programs and initiatives without having an articulated focus on gender equity to drive them. We are very proud of these initiatives that we continue to promote, and demonstrate that we've been listening and responding to the needs of our female employees, and the community generally, for a long time. Since establishing our dedicated program to advance gender equity, we have achieved many more milestones, some of which are featured in the following timeline.



- First instance of the Crown Women In Management Program launched

2004

- Enhancement of our flexible return to work options and shift flexibility (such as shift swaps and pick ups)

2006

- Nursing mother's room set up on site at Crown Melbourne

- Crown became an active participant of Male Champions of Change

2012

- Launch of ERIK App/Mobile ERIK – online application that provides employees ability to view and manage rosters

- CEO - Australian Resorts joined WA CEOs for Change as founding member

2014

# GENDER EQUITY PRODUCES REAL RESULTS - FOR CROWN AND FOR OUR EMPLOYEES

Holding events, launching initiatives, and even changing policies are admirable and noteworthy actions, but we need to measure, see and understand the effect they have on our employees and culture.

The personal stories in this GAP remind us of how policies and actions can make a difference... how each of us can make a difference.

- Enhancements to ERIK App – including ability to arrange shift swaps and pickups via the app

- Crown introduced five days of paid leave for employees experiencing family and domestic violence

- Revised Women of Crown Management Program was launched, with 12 female employees in the inaugural intake

2015

- Crown Perth and Corrective Services partnership (employment opportunity for females who have been subject to domestic violence)

2016

- Role of Group Manager Gender Equity was created and filled

- Crown Melbourne's Flexible Work Policy was established, giving managers and employees greater use of flexible work options

- Crown introduced paid parental leave

- Gender Advisory Group established at Crown Melbourne and Crown Perth

- Gender Fitness App launched

2017

- Two females appointed to the Board of Crown, lifting the total female representation to 30%

- Executive Sub Committee established in Perth

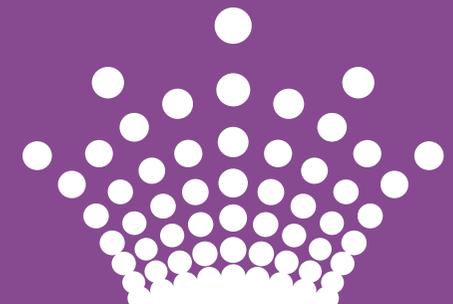


- Crown Melbourne's Nursing Mother's Room refurbished

- Gender Pay Gap review conducted by external consultant

2018

- Crown announced uncapped family and domestic violence leave

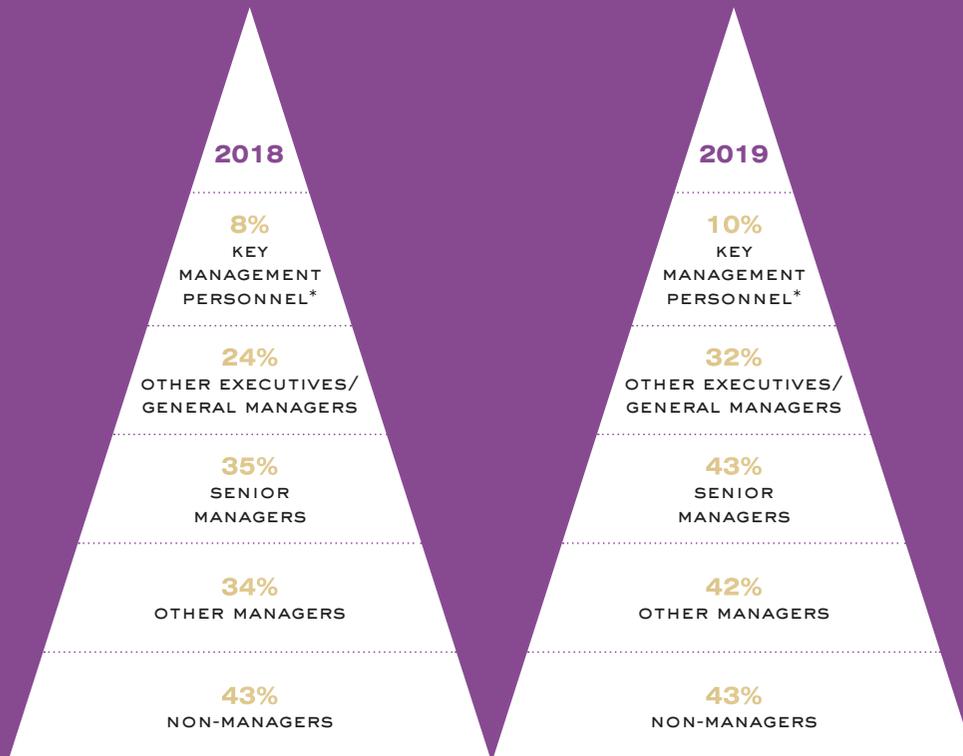


# WHERE ARE WE NOW?

Achieving real equity and equality can only occur if we identify, state, and acknowledge where we can improve.

The following facts and figures depict the reality of Crown's gender equity when we developed this GAP. This information will help us advance gender equity and measure our progress and outcomes as we implement this GAP.

## FEMALE COMPOSITION PROGRESS

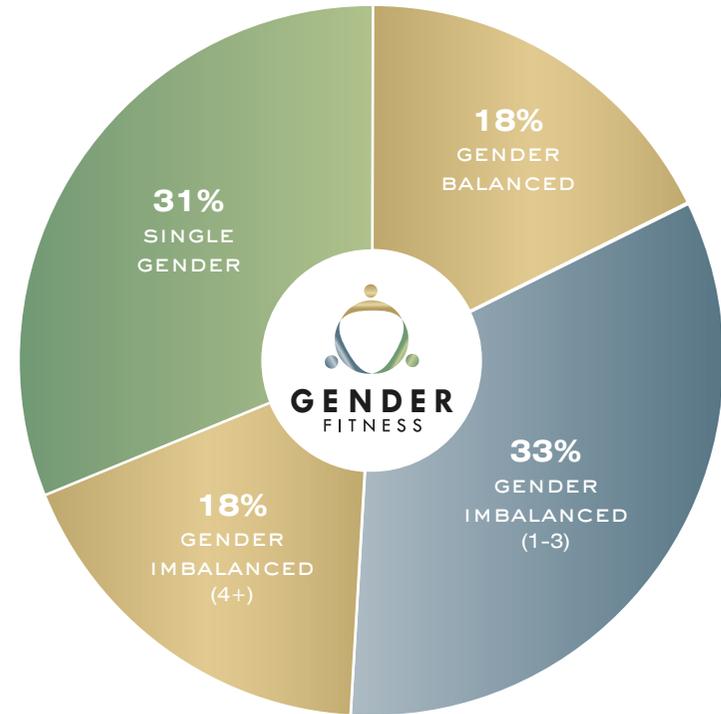


\* As defined by the Workplace Gender Equality Agency



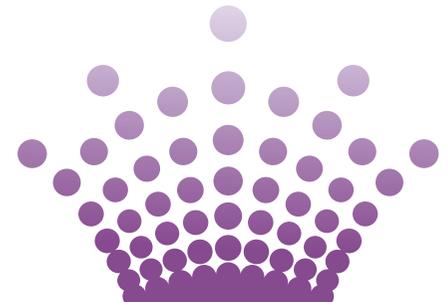


## MEETING REPRESENTATION 2019 YTD



## DID YOU KNOW IN AUSTRALIA...

- Although we have legislation that prohibits discrimination based on gender, women continue to be over-represented in areas of disadvantage and under-represented in positions of power and influence.
- Women are also more likely to be in low-paid, casual work than men, and therefore have less financial security, and less ability to build savings for their retirement.



# WHAT IS TO COME?

To achieve real equity Crown has committed to the following:

AREA OF FOCUS	AIM	REFERENCE
Recruitment and Promotion	Improve attraction to Crown and promotion rates to senior levels for women	Page 20
Retention and Development	Improve retention of women in key roles	Page 22
Flexibility	Embed flexibility for all roles across the business	Page 26
Cultural change and communication	Shift the culture and the way we communicate with our employees with a strong focus on gender and diversity and inclusion more broadly	Page 28
Intersectionality focus	Initiatives to have a shared benefit to a range of diversity and inclusion groups within Crown	Page 30
Tracking and reporting our progress	Ensuring we reach our commitments	Page 31



# PUTTING DIVERSITY ON THE AGENDA

## GENDER FITNESS

When it comes to gender equity, Crown wants to be disruptive. Recognising a need for cultural change and to get diversity on the agenda, Crown developed the Gender Fitness app which was launched in December 2017.

Gender Fitness is an innovative, in-house, digital solution that forms a part of our diversity and inclusion strategy. The core value of Gender Fitness is to capture real-time data from meeting interactions to increase awareness of diversity and inclusion and embrace change to deliver an improved gender balance across Crown.

After attending a meeting, employees can give feedback about the inclusiveness of the meeting, based on whether they felt that they had the chance to make a contribution to the meeting, and whether they felt that their contribution was respected. Feedback is private and anonymous.

When hosting a meeting, the meeting organiser will receive a gender fitness score for that meeting based on every attendee's feedback. There's a dashboard that gives individuals an ongoing score of their gender fitness along with detailed and time-based information so they can track their progress, just like they might with an app that tracks physical fitness.

This simple app is easy to use and gives Crown an accurate measurement of our progress towards achieving gender balance and positive inclusion outcomes as an employer. It gives all of us the opportunity to influence behaviour in order to achieve greater gender balance and inclusion.

Like many initiatives that help raise awareness of issues, Gender Fitness can assist in making a difference to many of our employees, regardless of gender.



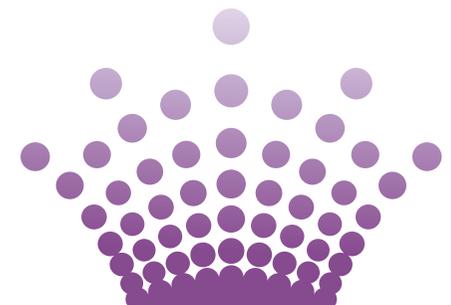
## Why Gender Fitness?

The Gender Fitness app came out of a strong sense that we needed an approach to measuring and improving gender balance in our workplace that was innovative and easy. Rather than impose quotas or targets or measure past performance, we wanted a way of drawing people's attention to gender balance on a day-to-day basis – rather than twelve months later when we reviewed our performance.

We believe that influencing the way we approach meetings and how we conduct ourselves in meetings is a significant way of influencing behaviours and, in the long term, improving gender balance in our workplace.

### Ken Barton

Chief Financial Officer  
& CEO Crown Digital  
Male Champion of Change





## PARENTAL LEAVE CREATES HAPPIER FAMILIES AND EMPLOYEES

In 2017, Crown introduced paid parental leave.

This was a material step towards promoting gender equity and making the transition into parental leave that little bit easier for our employees. Our paid parental leave scheme provides for 12 weeks top-up payment for primary carers and two weeks for secondary carers. Crown understands that to promote real equity, we need to enable men becoming primary carers and taking parental leave.

### Meet Tim

Group Manager – Network & Security for Crown

'I spent seven months on primary carer's leave with my daughter, Harper. To be honest, it was nothing like I expected before, but in a good way. In fact, it is a lot harder than anyone would ever anticipate, so it gave me a lot more respect for everybody who takes care of children all day.

When you are at work, you are busy doing things, but you can still take it easy on some days, and then you go home and rest. But with this, you do not get a chance to rest: your eyes have to be on the child all the time. As a result, you are pretty exhausted by the end of the day.

The hardest part for me was probably adjusting to how full the days are and how you just need to be "switched on" all the time. I had never done anything like that before, but my wife was pretty good. She coached me with whatever I needed to do. Altogether, it was a challenging and rewarding experience.

The process of taking the leave was pretty straight forward at Crown. My assistant manager and my manager assisted me while I was away, but I also kept in touch with all my colleagues. I knew that the guys in the office could handle anything so I did not worry about it too much.

They are pretty self-sufficient and were all fine without me. Coming back was also easy. I am doing four days a week now for a while, and everybody is very supportive of my decision. I would recommend this experience to literally everyone, as it is very eye-opening.

It gives parents a lot more respect for the whole process. I think it also helps to raise more well-adjusted children as they can experience both sides of parenting. When people ask me how my break was, I tell them that it was actually not a break. So, if you choose to stay at home with your baby, do not think that because you are not at work, you are going to be on holiday. As I mentioned before, I really had no idea what I was getting into.'

## MOBILE ERIK

Mobile ERIK is Crown's Employee Services Application which is widely used by the employee base with over 15,000 downloads since launching in 2014.

The app is designed to provide employees with immediate, easy access to, and self-management of, their work roster anytime, anywhere. There have been multiple enhancements to include more advanced features such as the automated shift-swap function.

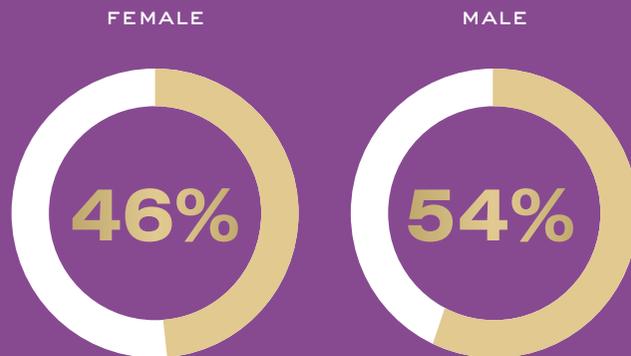
The automated shift-swap function enables employees to give away unwanted shifts, give away shifts to another employee, pick up shifts from the 'pool' of shifts which have been given away and pick up shifts which have been assigned specifically to them by another employee. The shift-swaps feature is most frequently used due to convenience and flexibility for an individual to manage their time at work. With 86% of requests being successful, over 10,000 shift swaps occur per month with the gender split of take up at 54% male and 46% female.

Through the ERIK application, Melbourne based employees are also able to view the availability within Crown's designated car parks to plan their journey to work in advance.

### Shift Swaps

Close to 242,000 shift swaps are requested on a yearly basis.

86% of swaps are successful.



## Women and global economics

Women work 66% of the world's working hours, but earn only 10% of the world's income.

In the developed world, the increase in female employment has been the main driving force of economic growth in the past couple of decades, contributing more to the growth in global GDP than new technology, or China and India.

The rise in female employment participation in Australia since 1974 has improved economic activity by 22%.

The pay gap between men and women costs the Australian economy \$93 billion every year – that's 8.5% of our GDP.

## FORGING FEMALE LEADERS

For the past three years, as part of our commitment to gender equity, Crown Melbourne has run a dedicated program for high-performing, high-potential female talent in the business – the Women of Crown Management Program (WOCMP).

2018 saw our second intake of participants successfully complete the WOCMP, with many of the participants earning promotions and awards for their service.

Each program runs for 12 months and is made up of:

- Individual coaching sessions with an Executive Coach to discuss their career goals and highlight areas they wish to work on throughout the WOCMP, including concepts to discuss with their mentor.
- Mentoring with a member of the Crown Executive Team.
- Externally facilitated workshops and assessments to focus on individual strengths and how to get the most from their mentor sessions, as well as other seminars and workshops on related topics.
- Lunch sessions with members of the Executive Team to gain further insights into specific areas of the business.
- Networking events organised and run by the participants.
- An end-of-program session to confirm and celebrate individual progress and think about their future developments and opportunities.

In 2017, Crown Perth launched its first Executive Sub Committee. This program is for men and women in senior roles at Crown Perth that have expressed an interest in progressing and gives them exposure and opportunity to further see how the next level of leaders interact and make business decisions. The program gives senior leaders the opportunity to aid in identifying and resolving real-time issues and identifying new opportunities for Crown Perth to pursue in delivering on its mission and vision.

2018 saw the conclusion of the first round of the Perth Executive Sub Committee and the start of the second round.

Work is currently being undertaken to have both the WOCMP and Executive Sub Committee programs at Melbourne and Perth.



### Meet Lauren

Lauren started at Crown in 2014 as Business Development Manager for Food and Beverage. Lauren was a participant of the 2017 WOCMP and that year Lauren was named Crown Melbourne Manager of the Year and was promoted to General Manager Events and Conferencing.

Lauren and her partner Matt (Crown Melbourne's Director of Wine) welcomed their first child in June 2019 and are sharing the care by each taking six months primary carers leave.



### Meet Judy

Judy started at Crown Perth in 2009 as Crown Perth's Entertainment Manager looking after both Burswood Dome and Theatre. Following the demolition of the Dome, Judy took on several other departments including Audio Visual, Visual Design and Events and was promoted to General Manager – Events and Entertainment in 2014. In 2016, the addition of The Palms, Melbourne resulted in a further promotion to Group General Manager, Crown Theatres.

Judy was a member of the Perth Executive Sub Committee in 2019 and throughout this process gained a much greater appreciation of the functioning across the whole resort, not just of her areas of responsibility.



### Meet Cori

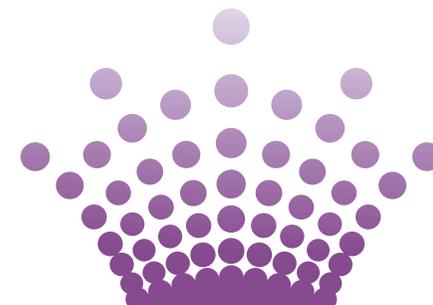
Cori started at Crown Melbourne as a Dealer in 2004 and quickly worked her way up the Table Games ladder, becoming Casino Manager in 2012 before being promoted to General Manager Table Games, Crown Perth in 2016.

Cori was a participant in both the first WOCMP and Executive Sub Committee programs and has represented Crown at a number of events, including Women in Gaming & Hospitality Australasia, where she has spoken to large groups on her own experiences as a mother, leader and female in the gaming industry.

### Did you know?

Projections by KPMG indicate that if the gap in workforce participation between men and women was halved:

- Australia's annual GDP would increase by \$60 billion in just 20 years; and
- our living standards would rise by \$140 billion in just 20 years.



## GENDER EQUITY IS MORE THAN JUST CHANGES IN THE WORKPLACE

With one in three women experiencing sexual or physical violence in their lifetime, gender-based violence occurs at an alarming rate globally and perpetuates gender inequality.

There is also a financial impact on victims. Sometimes it is through financial abuse instigated by the spouse. In other cases it is the cost of escaping the situation, and in some cases it's both. The cost of moving to a safe location and all associated costs can be extreme and stressful.

In November 2015, Crown introduced five paid days of family and domestic violence leave per year for full time and part time employees that may be personally experiencing violence or supporting a family member that is experiencing violence. This policy was introduced to further support our employees by giving them paid time off to attend to matters arising from violent situations (moving and/or attending court) without the employee having the extra burden of having to request unpaid leave or utilise other types of leave.

In November 2018, Crown extended this offering and introduced uncapped paid family and domestic violence leave. This was in recognition of the strain women in particular experience during times of domestic violence. Crown's uncapped paid family and domestic violence leave is a small change that makes a big difference.

Crown recognises that paid time off is just one element of supporting those employees experiencing family and domestic violence.

In addition, Crown provides:

- A safe and secure working environment;
- Technical support – including the ability to change phone number, email address or passwords, and checking security of devices (hacking etc.);
- Assistance from the Security Department, including escorting employees that wish to raise a matter with local law enforcement;
- A dedicated Family and Domestic Violence counselling supporting line (through external Employee Assistance Program);
- Trained HR teams and contact officers;
- Financial capabilities sessions throughout the year to improve financial literacy; and
- Support from external providers around safety and security, legal assistance, housing assistance and financial assistance.

### Advance Australia “Fair”?

Women in Australia earn just 83 cents for every dollar men earn.

Based on figures over the past 20 years, the lifetime wages of a woman currently 25 years old will be \$1 million less than those of a man currently 25 years old (\$1.4 million and \$2.4 million respectively).

A study of the top 200 companies in Australia found female Chief Financial Officers and Chief Operating Officers earned half the amount of their male counterparts.

The average Australian woman retires with approximately 40% less in her superannuation than the average man.

Women in Australia are 2.5 times more likely to live in poverty in their old age than men.

Australia still has relatively low female participation rates in comparison to many of our OECD peers. In fact, Australia's international ranking for female participation in the workforce has dropped from 40th position to 52nd.



# CROWN'S GENDER ACTION PLAN F20 - F23

In early 2017, Crown strengthened its commitment to Gender Equity by establishing two Gender Advisory Groups (one in Perth and the other in Melbourne).

Each Group is made up of 10-12 Senior Managers from the business to form gender equity strategies and initiatives across the properties.

Overall direction and guidance is provided by the Crown Gender Equity Steering Committee – comprised of seven Crown Executives.

On establishment, the Advisory Groups consulted with the business to prioritise property specific actions. Key priority areas included the launch of paid parental leave, the Gender Fitness app and uncapped domestic violence leave.

The work of the Advisory Groups has continued with the development of Crown's first GAP. This GAP has five areas of focus:

- Recruitment and Promotion
- Retention and Development
- Cultural Change and Communication
- Flexibility
- Intersectionality focus

The GAP has mid-term goals (2-3 years) and aims for a long-term position (5 years) to ensure progress towards gender equity is constant and realistic.

Crown Sydney provides an opportunity to embed these initiatives from opening.

## Are the benefits of gender equity real? And measurable?

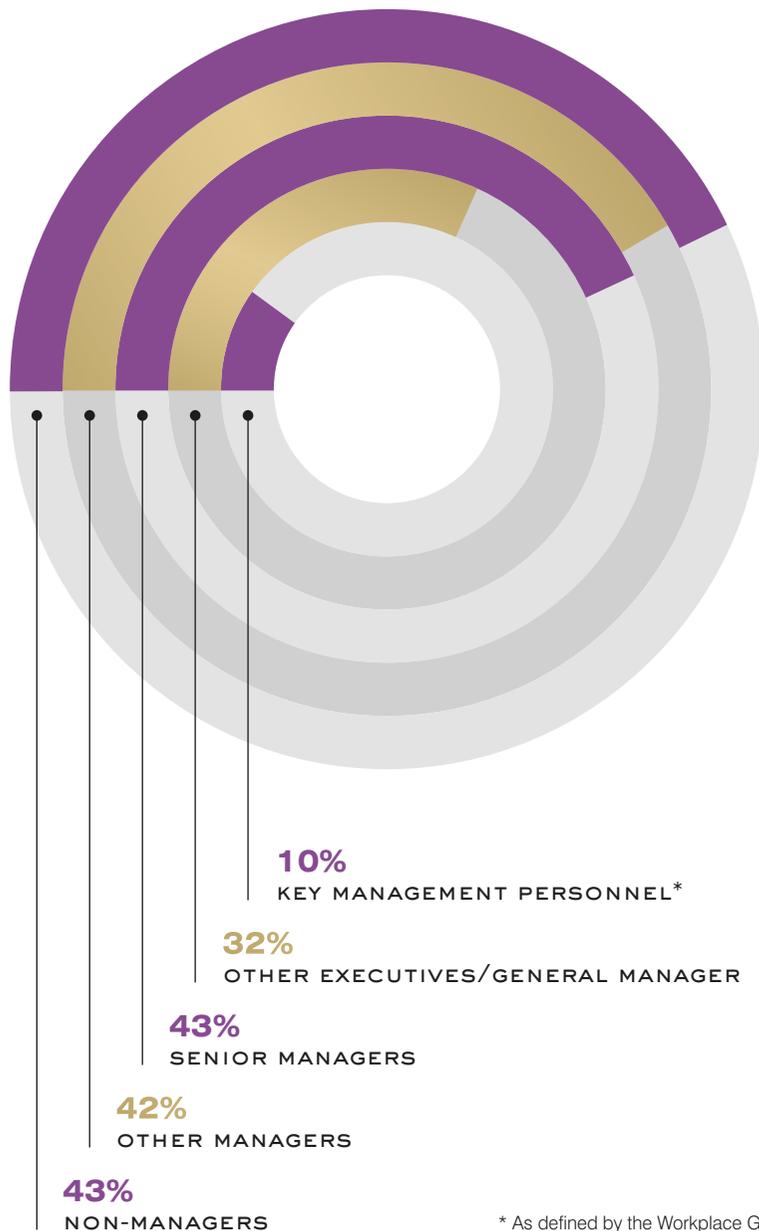
A study by McKinsey & Company found that companies in the top 25% for gender diversity on their executive teams were 21% more likely to experience above-average profitability.

The study also found that high-performing executive teams had more women in revenue-generating roles, and that companies with low representation of women and other diverse groups were 29% more likely to under-perform on profitability.

International research undertaken by Credit Suisse Research Institute that examined gender diverse teams suggests that teams that are gender-balanced are better at promoting an environment where innovation can flourish.



The diagram below reflects Crown Resorts as at 31 March 2019 (WGEA reporting)



\* As defined by the Workplace Gender Equality Agency

# 40:40:20

Crown currently has an overall company split of 42.5% women and 57.5% men, which has been consistent for the last few years.

The proportion of women across each level of the business (frontline through to board) varies but is lower in more senior roles.

In order to address this imbalance, we are aiming for a 40:40:20 (40% women, 40% men and 20% flexible) gender representation across each level (in line with WGEA balance), rather than a 50:50 representation. In setting this target, consideration was given to the current gender representation at Crown and what would be a realistic target that factors in future appointments, promotion opportunities and retention rates.

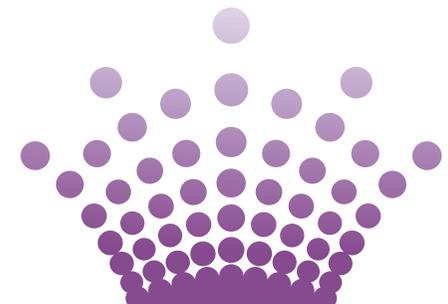
This target allows under-represented and over-represented areas to progress towards a greater balance under more than one combination, not just a static target.

For example, a 40:40:20 target could be achieved by six men and four women, six women and four men or five and five.

To achieve this, we will aim to progressively increase female participation at each level, attract more female talent, build our internal pipeline and promote our high-performing, high-potential women. Although the overall split between women and men has remained consistent, pleasingly from 2018-2019 we saw an increase in women in each of the WGEA categories except Non-Managers.

In 2019, Crown custom built an interactive real time reporting dashboard dedicated to gender equity. This dashboard shows current and rolling data by gender on areas of promotion, flexible work arrangements and parental leave to name a few areas.

The rate at which women progress through the company is also being tracked to measure our progress towards 40:40:20.



# RECRUITMENT & PROMOTION

Recruitment refers to all aspects of the process to select an internal or external candidate to fill an employment vacancy, or to promote an employee.

This includes identifying the need, creating a position description, advertising, selecting interviewees, interviewing and other evaluation processes, shortlisting, and selection. Promotion refers to the selection of an existing employee to fill an existing or new role that has greater responsibility and decision-making, as well as opportunities for career advancement. To impact promotion rates, we believe it is critical to have a strong pipeline of women coming through all levels of the organisation and this starts with recruitment practices.

## AIM

To achieve 40:40:20 representation across the group, with each Executive accountable for achieving this target within their business unit.

ACTION	RESPONSIBILITY	TARGETS	PROGRESS TO DATE
<p><b>Diversity in Attraction</b></p> <ul style="list-style-type: none"> <li>Develop attraction plans that position Crown as an Employer of Choice with specific campaigns, including a female centric employee value proposition to address under-representation</li> </ul>	<p>Executive General Managers (EGMs) Human Resources (HR), Recruitment and Group Manager Gender Equity</p>	<p><b>Mid-term goal:</b> Develop a greater understanding of what contributes to being an employer of choice for women as well as develop an understanding as to why particular roles may be under-represented</p> <p>Updated, targeted Employee Value Propositions in place for each property which link to targeted attraction plans</p> <p><b>Long-term position:</b> attraction rates at 50:50</p>	<ul style="list-style-type: none"> <li>Work already undertaken in recruitment processes to attract more women into under-represented roles, including language review of advertisements and targeted database searches of predominant job boards (such as Seek, LinkedIn etc.)</li> <li>A flexible working arrangements policy has been launched in Melbourne, with work underway for the policy to extend to Perth</li> <li>Crown's Employee Value Proposition is being reviewed with a focus on initiatives to attract under-represented areas</li> </ul>
<p><b>Diversity in Recruitment &amp; Promotion</b></p> <ul style="list-style-type: none"> <li>To require that there is gender diversity in all candidate short lists and diversity in gender representation for Senior Management involved in the interview process for all Senior Management and Executive positions within the group. This relates to internal promotion exercises and external recruitment</li> </ul>	<p>CEO - Australian Resorts, EGMs, HR, Recruitment and all Hiring Managers</p>	<p><b>Mid-term goal:</b> At least one female candidate and interviewer throughout recruitment process for every role from middle management, specialist and above</p> <p><b>Long-term position:</b> Greater diversity of candidates and selection panels for every role</p>	<ul style="list-style-type: none"> <li>Recruitment policies updated and process reinforced by Executive Chairman</li> </ul>



ACTION	RESPONSIBILITY	TARGETS	PROGRESS TO DATE
<p><b>Diversity in Recruitment &amp; Promotion</b></p> <ul style="list-style-type: none"> <li>To ensure that a consistent and transparent recruitment process is undertaken for all roles across the group. To require that the recruitment process is diverse, by actively targeting under represented genders for specific roles/areas of the business</li> </ul>	<p>Recruitment and Hiring Managers</p>	<p><b>Mid-term goal:</b> Under-represented areas of the business to work towards 40:40:20 through the recruitment process</p> <p><b>Long-term position:</b> Group to achieve 40:40:20 at all levels in recruitment for new/ replacement positions</p>	<ul style="list-style-type: none"> <li>Targeted campaigns have been run across various areas of the business to attract under-represented genders. Campaigns are reviewed throughout to ensure best outcomes</li> </ul>
<ul style="list-style-type: none"> <li>Assessment Centres and promotion exercises are developed and reviewed enabling appropriate gender representation at all stages of the selection process</li> </ul>	<p>Recruitment and Hiring Managers</p>	<p><b>Mid-term goal:</b> Establish baselines for current state and analyse current trends through creation of a reporting framework. Reporting and Assessment Centre Framework in place to support recruitment process across all applicable areas of the business</p> <p><b>Long-term goal:</b> Identify, through reporting, further areas of focus with ultimate aim to achieve 40:40:20 in assessment centres and for hires</p>	<ul style="list-style-type: none"> <li>Currently, Melbourne assessment centres are informally reported on as part of the recruitment process to track attraction and selection rates by gender</li> </ul>



# RETENTION & DEVELOPMENT

Retention and development refers to what we do to keep employees at Crown motivated, rewarded and engaged.

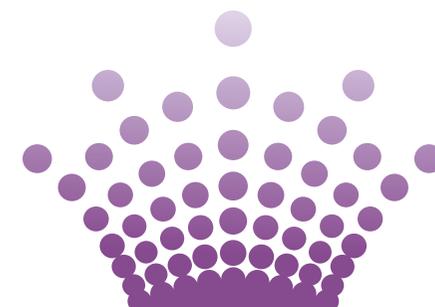
Key initiatives and mechanisms include but are not limited to the following; learning and development opportunities, reward and recognition programs, social programs and activities, community work, internal and external discounts and benefits, competitive remuneration, working conditions, leave entitlements and wellbeing programs.

**AIM**

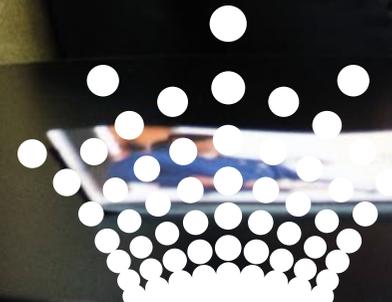
To ensure Crown retains women at a level equitable or better than the retention of their male colleagues and that women at Crown receive appropriate opportunities and encouragement so that they benefit from all that Crown has to offer.

ACTION	RESPONSIBILITY	TARGETS	PROGRESS TO DATE
<p><b>Leadership participation</b></p> <ul style="list-style-type: none"> <li>Maintain the level of female participation in leadership and development programs (which incorporates targeted mentoring/ coaching elements) across the group at no less than 45% of all participants</li> </ul>	<p>All Business Units (BU) Heads</p>	<p><b>Mid-term goal:</b> Target of 45% female participation rate</p> <p><b>Long-term position:</b> Women’s participation enables 40:40:20 in our overall employment and development statistics</p>	<ul style="list-style-type: none"> <li>This target is currently monitored quarterly across the group and is trending in the right direction. This target is also reported annually in the Crown Annual Report</li> <li>Leadership programs have been separately developed across both properties and are currently under review with a view to implement consistent programs across the Group</li> </ul>
<p><b>Relevant programs to support progression</b></p> <ul style="list-style-type: none"> <li>Conduct regular reviews of leadership and development programs to ensure they remain targeted and relevant</li> <li>Include dedicated diversity and inclusion modules in management training to drive awareness</li> </ul>	<p>Group General Manager Learning &amp; Development (Group GM L&amp;D)</p>	<p><b>Mid-term goal:</b> Group program ‘review framework’ to be established and industry benchmarking to be conducted</p> <p><b>Long-term position:</b> Review framework embedded and aligned across the group</p>	<ul style="list-style-type: none"> <li>Current leadership programs are reviewed and updated on a regular basis</li> </ul>

ACTION	RESPONSIBILITY	TARGETS	PROGRESS TO DATE
<p><b>Relevant programs to support progression</b></p> <ul style="list-style-type: none"> <li>Design and manage development programs based on the needs of talent management participants, including Women of Crown Management Program (WOCMP) and Executive Sub Committee and ensure these programs are implemented across properties</li> </ul>	<p>Group GM L&amp;D and Group Manager Gender Equity</p>	<p><b>Mid-term goal:</b> Programs are implemented at both properties</p> <p><b>Long-term position:</b> Programs are reviewed for relevance and outcomes, and enhanced where required</p>	<ul style="list-style-type: none"> <li>Currently, WOCMP takes place only in Melbourne and Executive Sub Committee only in Perth. There is an active review underway to have both running at each property</li> </ul>
<p><b>Pay parity</b></p> <ul style="list-style-type: none"> <li>Conduct a review on an annual basis of the remuneration for all roles within the group to ascertain the existence of any gender pay gaps and to implement appropriate action plans to close any such gaps</li> </ul>	<p>CEO – Australian Resorts CFO – Australian Resorts EGMs HR</p>	<p><b>Mid-term goal:</b> Communicate pay review to employees, to promote transparency</p> <p><b>Long-term position:</b> Greater transparency and understanding of pay at Crown and difference between 'like-for-like' and 'role' gaps</p>	<ul style="list-style-type: none"> <li>External party engaged in 2018 to validate internal pay gap review. Review confirmed there is no material 'like-for-like' pay gap</li> <li>Annual reviews to be conducted internally with external reviews to take place every two years</li> </ul>
<ul style="list-style-type: none"> <li>Strengthen financial security for women at Crown by providing superannuation and financial capabilities sessions</li> </ul>	<p>Group Manager Gender Equity</p>	<p><b>Mid-term goal:</b> Ensuring all employees have access to various tools to assist in understanding superannuation and personal finance</p> <p><b>Long-term position:</b> Further policy changes to bridge the impact that caring responsibilities have on superannuation</p>	<ul style="list-style-type: none"> <li>Sessions have been run across the group with a focus on “women and super” as well as personal finance focus for all genders</li> <li>These sessions are currently being incorporated in the yearly training calendar</li> </ul>
<p><b>Investing in talent</b></p> <ul style="list-style-type: none"> <li>Implement a group wide talent framework. Use the framework to run property talent management programs</li> </ul>	<p>EGMs – HR and BU Heads</p>	<p><b>Mid-term goal:</b> Talent Management Program to be aligned and implemented across the group and to build a pipeline and talent pool of women across all levels of the business</p> <p><b>Long-term position:</b> Encourage greater cross property development opportunities. Introduce a system to further enhance and manage the talent management framework that promotes equitable career opportunities to achieve 40:40:20 at all levels across the group</p>	<ul style="list-style-type: none"> <li>A Talent Management project has commenced to review, align and strengthen the talent management programs across the group</li> </ul>



ACTION	RESPONSIBILITY	TARGETS	PROGRESS TO DATE
<p><b>Investing in talent</b></p> <ul style="list-style-type: none"> <li>Implement a development plan framework to be tailored to individuals that are part of the Talent Management Program</li> </ul>	<p>Talent Management Project Team</p>	<p><b>Mid-term goal:</b> Framework established to further develop identified talent</p> <p><b>Long-term position:</b> Framework embedded and well utilised across the group</p>	<ul style="list-style-type: none"> <li>Incorporated into the Talent Management project which is currently underway</li> </ul>
<p><b>Talent retention</b></p> <ul style="list-style-type: none"> <li>Implement retention plans for key talent/ key roles</li> <li>Develop a further understanding of why employees leave</li> </ul>	<p>Executive Teams HR Ops Performance &amp; Systems Group Manager Gender Equity</p>	<p><b>Mid-term goal:</b> Explore ‘stay interviews’ to further understand why employees choose to stay within the group</p> <p>Develop a suite of retention strategies that may be used to retain key talent</p> <p><b>Long-term position:</b> Embedded retention plans for key roles/talent implemented across the group and equitable retention of women</p>	<ul style="list-style-type: none"> <li>Exit surveys and interviews currently conducted across the group</li> </ul>
<p><b>Promote ‘sharing the care’</b></p> <ul style="list-style-type: none"> <li>Review and refine parental leave process including Keeping in Touch (KIT) days</li> <li>Increase flexibility in taking parental leave for all employees</li> <li>Increase ability and acceptance of “sharing the care” to work towards removing gender stereotypes for caring responsibilities</li> </ul>	<p>Group Manager Gender Equity</p>	<p><b>Mid-term goal:</b> KIT days easily accessible and increase in utilisation</p> <p><b>Long-term position:</b> Parental leave process to be further understood, encouraged and utilised in a way that is flexible and meets employee needs as best as possible</p>	<ul style="list-style-type: none"> <li>Introduction of paid parental leave December 2017</li> <li>KIT days have long been utilised at Crown and currently the program is under review regarding access to, and flexibility and take up rates of, KIT days</li> <li>Project underway to create further awareness of the parental leave process to ensure ease of taking and returning from parental leave</li> </ul>
<ul style="list-style-type: none"> <li>Explore ways to reduce the burden (time and financial) of child care and the impact this has on returning to work</li> </ul>	<p>Group Manager Gender Equity</p>	<p><b>Mid-term goal:</b> Explore partnerships with child care providers to increase child care support</p> <p><b>Long-term position:</b> Increased ease of returning to work due to greater childcare support options (financial and non-financial)</p>	<ul style="list-style-type: none"> <li>Child care school holiday program piloted in Melbourne, project underway to assess a further trial in Melbourne and a pilot in Perth</li> <li>Further childcare assistance options are being explored</li> </ul>



# FLEXIBILITY

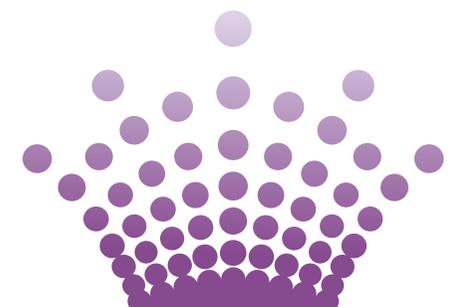
Flexibility refers to what we do to ensure our employees can work flexibly (work life efficiency), and can include flexible work arrangements.

## AIM

To have flexibility for every role at Crown.

ACTION	RESPONSIBILITY	TARGETS	PROGRESS TO DATE
<p><b>Flex for all roles</b></p> <ul style="list-style-type: none"> <li>To have flexibility for all roles across the group – implemented and promoted</li> <li>Maintain and increase records to create benchmarks and tracking of uptake of flexibility across the group</li> </ul>	<p>HR Performance and Systems team and all managers</p>	<p><b>Mid-term goal:</b> Flexibility Policy to be aligned and launched across all properties</p> <p>Establish record keeping and reporting for flexibility take up</p> <p><b>Long-term position:</b> All roles advertised with Flex Options</p>	<ul style="list-style-type: none"> <li>Flexibility Policy updated and relaunched in Melbourne (January 2019). Supporting Flex Matrix completed – outlining Flex Options for every Melbourne role. Perth Flex Matrix is in progress. An approach of “if not, why not” should be taken when looking at each role</li> <li>System changes made to allow for record keeping and reporting, with existing arrangements incorporated in custom-built dashboard</li> <li>“Flex Pack” created for HR and Managers to increase awareness and management of flexible requests</li> </ul>
<p><b>Flex leave options</b></p> <ul style="list-style-type: none"> <li>Align flexible leave options across the group – such as purchased leave</li> <li>Greater promotion and communication of Flex Options to drive greater usage</li> </ul>	<p>Executive Teams Communications/PR teams Group Manager Gender Equity</p>	<p><b>Mid-term goal:</b> Flexible Leave Policy to be aligned and launched across all properties</p> <p><b>Long-term position:</b> Regular communications to normalise and encourage further take up of flexibility options</p>	<ul style="list-style-type: none"> <li>Employees have a choice to take long service and parental leave at full pay or at half pay for twice the duration</li> <li>Policy changed to provide option to purchase additional 4 weeks of leave per year across the group</li> </ul>

ACTION	RESPONSIBILITY	TARGETS	PROGRESS TO DATE
<p><b>Access to flex leave</b></p> <ul style="list-style-type: none"> <li>Ensure parental and domestic violence leave is accessible</li> </ul>	<p>Executive Teams</p>	<p><b>Mid-term goal:</b> Enhance current parental leave provisions to allow greater flexibility in accessing, taking and returning from leave</p> <p><b>Long-term position:</b> Further leave support and policy changes explored to provide greater financial security for employees</p>	<ul style="list-style-type: none"> <li>Paid parental leave (12 weeks' pay for primary and two weeks' pay for secondary carers) introduced in 2017</li> <li>Uncapped paid domestic violence leave introduced in 2018</li> </ul>
<p><b>Using technology to drive flexibility</b></p> <ul style="list-style-type: none"> <li>To recognise inefficiencies and embrace technology that integrates flexibility into roles by changing the way activities and tasks are performed hence uplifting output</li> <li>Communicating availability of technologies to the broader business</li> </ul>	<p>All teams driving change with IT enabling solutions</p>	<p><b>Mid-term goal:</b> Leverage early adopters and pursue opportunities to install solutions that re-define roles, uplifts output and embrace flexibility</p> <p><b>Long-term position:</b> Consistent technology experience that integrates flexibility with all types of roles and improves employee experience</p>	<ul style="list-style-type: none"> <li>Shift Swaps on mobile ERIK to enable employees to design their own rosters</li> <li>Progressive move to cloud technologies that promotes a flexible work environment for inbuilt and external programs utilised across the group</li> <li>Tools embedded across teams to share knowledge in real-time resulting in improvements and efficiencies through collaboration applications</li> <li>Crown's internally developed Chatbot (computer program) deployed to supplement the workforce with relevant and timely information through mobile application</li> </ul>



# CULTURAL CHANGE & COMMUNICATION

Cultural Change and Communication refers to creating a workplace characterised by diversity, inclusion and respect.

This includes setting and communicating policies, standards, and guidelines about expected behaviour, establishing and supporting committees and groups that work to bring about cultural change and supporting employees who have concerns around issues such as equality and discrimination.

## AIM

To ensure that all employees work in a safe and respectful environment where their contributions are welcomed and valued.

ACTION	RESPONSIBILITY	TARGETS	PROGRESS TO DATE
<p><b>Open interactive many-to-many communication</b></p> <ul style="list-style-type: none"> <li>• Increase two way communications throughout and across the business</li> <li>• Introduce a social media communication platform with a gender equity focus</li> <li>• Have targeted and regular communications focussed on diversity and inclusion and the associated benefits</li> </ul>	<p>GM Table Games Operations Melbourne (for pilot) GM IT Strategy Group Manager Gender Equity</p>	<p><b>Mid-term goal:</b> Social media communications platform to be piloted, with a focus on extending gender equity messaging and communications to the wider workforce</p> <p><b>Long-term position:</b> To have a communications platform that is intuitive to individual preferences and allows for real time two-way communications. The platform will drive greater awareness and discussion of gender equity initiatives</p>	<ul style="list-style-type: none"> <li>• Pilot project for the new social platform is underway</li> <li>• Crown Melbourne has introduced a monthly Gender Equity Newsletter with Perth following suit which provides updates on property initiatives, broader gender equity news and profiles employees that are passionate about gender equity</li> </ul>
<p><b>Supporting employees' choice to work flexibly</b></p> <ul style="list-style-type: none"> <li>• Promote a culture that supports and acknowledges flexible working hours due to 24/7 nature of business with consideration for group roles, operational shift work and business demands</li> </ul>	<p>Executive and Business Operations Team (BOT) and all managers</p>	<p><b>Mid-term goal:</b> Conduct a benchmark survey that establishes baseline for level of support for working flexibly and understanding what flexibility means to employees</p> <p><b>Long-term position:</b> Flexible work to be more common than not with a culture that supports this as represented in engagement surveys</p>	<ul style="list-style-type: none"> <li>• Currently both properties already operate with varied hours, shifts, days and locations based on business requirements</li> <li>• A review has been conducted to measure what types of flexibility can be offered for each position</li> <li>• Technology has been implemented to create more flexible work practices</li> </ul>

ACTION	RESPONSIBILITY	TARGETS	PROGRESS TO DATE
<p><b>Zero tolerance to bullying, harassment and sexual harassment in the workplace</b></p> <ul style="list-style-type: none"> <li>Review practices to ensure “barrier free” access to all complaint processes</li> </ul>	<p>Managers HR Operations</p>	<p><b>Mid-term goal:</b> Participate in / implement recommendations from the national inquiry into sexual harassment in Australian workplaces</p> <p><b>Long-term position:</b> Explore ‘up stander’ campaigns to strengthen reporting of potential incidents</p>	<ul style="list-style-type: none"> <li>Each property currently has specific discrimination policies, processes and support both internal (Contact Officers and HR) and external (Alert/STOPline) for employees to raise complaints and protected disclosures</li> </ul>
<p><b>Accountability for Diversity and Inclusion</b></p> <ul style="list-style-type: none"> <li>Diversity and Inclusion KPIs for all salaried roles across the business</li> </ul>	<p>Corporate Responsibility Committee Executive Teams</p>	<p><b>Mid-term goal:</b> Introduction of Diversity and Inclusion KPIs for all salaried roles</p> <p><b>Long-term position:</b> Diversity and Inclusion KPIs for all roles to be targeted and specific</p>	<ul style="list-style-type: none"> <li>All salaried employees have individual performance reviews based on personal and business performance. Diversity and Inclusion KPIs to be implemented in F20</li> </ul>
<p><b>Identify and eliminate unconscious bias</b></p> <ul style="list-style-type: none"> <li>Increase awareness and understanding of unconscious bias</li> <li>Strengthen existing frameworks to limit biases occurring</li> </ul>	<p>L&amp;D and Recruitment</p>	<p><b>Mid-term goal:</b> Regular awareness campaigns to be run across properties as reminder of unconscious bias</p> <p><b>Long-term position:</b> Review of frameworks throughout the business (recruitment, development etc.) to remove potential for bias to occur</p>	<ul style="list-style-type: none"> <li>Unconscious bias training for senior leadership group underway</li> <li>Review underway of how we currently train and how to enhance training packages</li> <li>Group alignment of provision of unconscious bias training to managers that participate in the recruitment process</li> </ul>
<p><b>Measure our progress with Gender Fitness</b></p> <ul style="list-style-type: none"> <li>Gender Fitness targets for both diversity (attendance) and inclusion (feedback)</li> <li>Increase usage and application of data from Gender Fitness</li> </ul>	<p>CFO Crown Resorts &amp; CEO Crown Digital Gender Equity Advisory groups</p>	<p><b>Mid-term goal:</b> Gender Fitness embedded as routine throughout the business</p> <p><b>Long-term position:</b> Gender Fitness data used to highlight areas of improvement and achievement and incorporated into KPIs</p>	<ul style="list-style-type: none"> <li>Gender Fitness was launched in 2017 with an initial sign up rate of over 85% achieved</li> <li>Campaign was run to increase engagement with Gender Fitness across the group</li> </ul>
<p><b>Send the right message</b></p> <ul style="list-style-type: none"> <li>Ensure the messages we send promote gender equity</li> <li>Increase visibility and contribution of female leaders through ensuring panels, staff briefings, collateral and key messages are 40:40:20</li> </ul>	<p>Public Relations – Perth Employee Communications – Melbourne</p>	<p><b>Mid-term goal:</b> All internal messaging to display gender balance and link to gender equity messaging</p> <p><b>Long-term position:</b> All messaging (internal and external) to be diverse and aligned with business value</p>	<ul style="list-style-type: none"> <li>Executive team video series sharing their key messages and support for gender equity has been created</li> <li>Melbourne has had an increase in senior women presenting at Staff Briefings</li> <li>Panel pledge has been made at CEO level</li> </ul>

# INTERSECTIONALITY FOCUS

Intersectionality focus refers to recognition that the interconnected nature of attributes such as ethnicity, class, age and gender can create overlapping and multiple forms of discrimination or disadvantage.

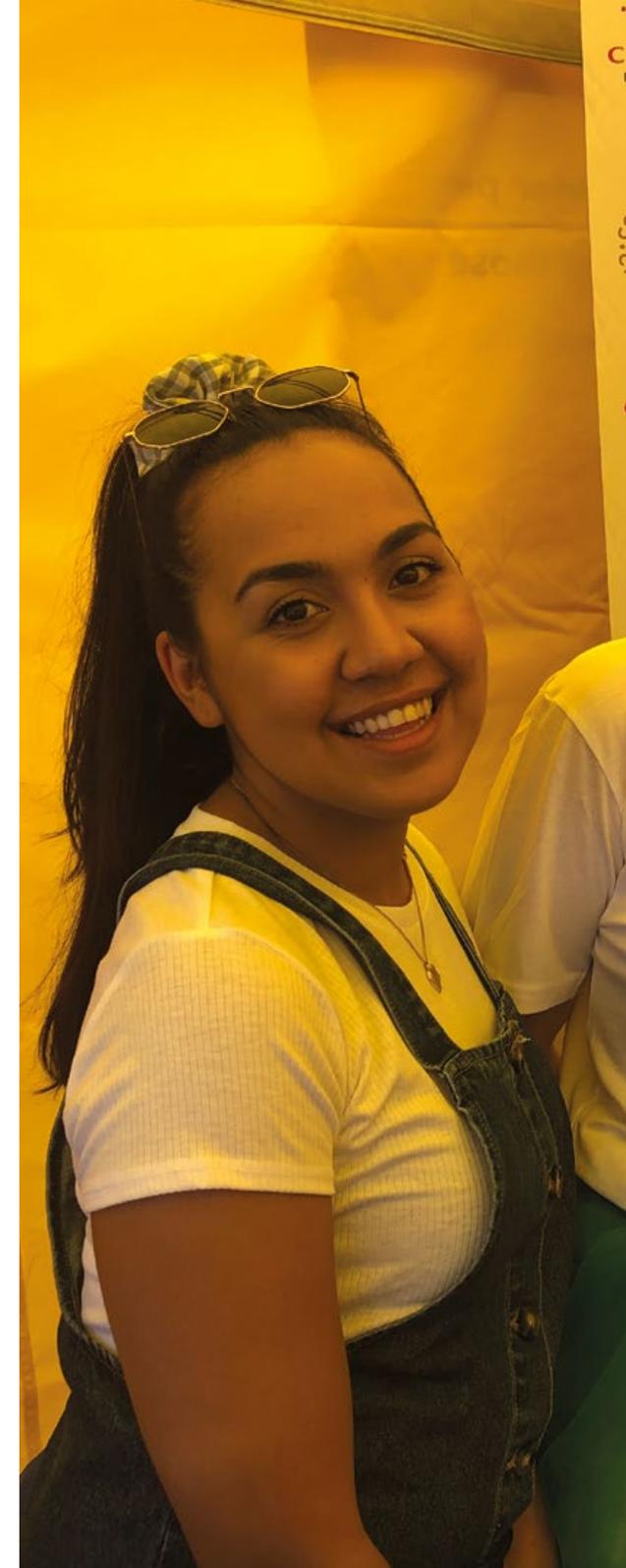
Crown has a strong commitment to diversity and inclusion and part of this is a focus on intersectionality. Crown aims to ensure that our gender scope encompasses other areas of our diversity and inclusion focus. We will do this through:

- Partnering with our Indigenous Program to address specific areas for Indigenous women at Crown;
- Partnering with CROWNability to address specific areas for women at Crown with disabilities; and
- Partnering with our Crown Pride Committee to address specific areas for individuals at Crown who identify as LGBTIQ+ and to create and implement a Gender Affirmation Policy.

Work has already begun in this area with the Gender Advisory groups collaborating with the Crown Pride network and Crown's Indigenous and CROWNability Programs to host events for both the internal Crown Community and external partners including Ochre Ribbon, Women in Gaming and Hospitality Australasia and Globe.

Under the *Workplace Gender Equality Act 2012*, Crown (as a non-public sector employer of more than 100 employees) is required to submit a report each year to the WGEA. The report consists of a workplace profile and answers to a questionnaire addressing the following six gender equality indicators (GEIs):

- GEI 1: gender composition of the workforce;
- GEI 2: gender composition of governing bodies of relevant employers;
- GEI 3: equal remuneration between women and men;
- GEI 4: availability and utility of employment terms, conditions and practices relating to flexible working arrangements for employees and to working arrangements supporting employees with family or caring responsibilities;
- GEI 5: consultation with employees on issues concerning gender equality in the workplace; and
- GEI 6: any other matters specified by the Minister (e.g. sex-based harassment and discrimination).





# TRACKING AND REPORTING ON OUR PROGRESS

While implementing this GAP and working towards the achievement of its goals, we will rigorously monitor and report on our progress against those goals.

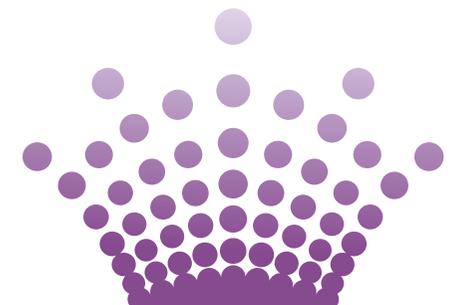
To ensure transparency, consistency and efficiency the reports on our progress will be similar to those we annually submit to the WGEA. For example, categories, methods of measuring, reporting year and other metrics will be the same.

Our Gender Action Reports will be:

- reviewed and compiled yearly, in line with the WGEA reporting year;
- submitted to the Corporate Responsibility Committee;
- made available to employees and the public on the Crown Resorts website (as are the WGEA reports); and
- in plain English.

When each report becomes available, we will use various employee communications to notify staff that they can access the report on Crown's website.

We will also regularly include personal stories and articles about our gender equity actions and outcomes in on-line and paper-based employee communications.



# ACHIEVING A BROADER IMPACT

Achieving gender equity at Crown is one of the most significant and just outcomes we can strive for.

However, we know that our influence to eliminate gender inequity can extend beyond the workplaces at Crown, and, for this reason, we proudly work with others to lift gender equity throughout our community.



## Selecting and working with our suppliers

The Crown Procurement team are working with our vendors to support gender equity in our supply chain.



## Community work

Crown is committed to creating positive and proactive change not just for our employees but also the wider community. Most recently we have supported the Indigenous Runway Project and Ochre Ribbon.

Further partnership/sponsorship opportunities will be explored in relation to advancing women's safety, including but not limited to further support for those experiencing domestic violence, financial hardship and homelessness.

## Supporting change

The Crown Resorts Foundation continues 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.



**WOMEN IN GAMING  
& HOSPITALITY**  
AUSTRALASIA



## Women in Gaming and Hospitality Australasia

Crown has also become a key partner of Women in Gaming and Hospitality (WGH), which is the gaming industry's not-for-profit organisation dedicated to empowering women and promoting gender equitable outcomes in the workplace.

The industry driven organisation aims to identify and remove barriers for the advancement of women in the gaming, hospitality and gaming related industries.

WGH encourages the development and success of women through education, mentorship and networking opportunities and provides tools and support for organisations wishing to develop or enhance their gender diversity and inclusion initiatives.

Fostering a positive culture in the workplace that encourages employees to bring their best self to work is key to building a motivated and engaged workforce – and for women, this has never been more important.

Crown is an active partner of WGH and has a representative on the WGH Board.



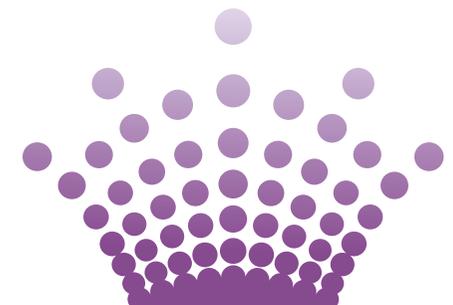
# GENDER: JUST ONE OF MANY SIGNIFICANT BARRIERS TO EQUALITY

This GAP focuses on the selection, promotion, and retention of female employees within safe, inclusive and respectful workplaces at Crown.

However, gender is not the only attribute that can contribute to or exacerbate barriers to equitable employment. Other attributes include class, ethnicity, sexual orientation, age, religion, creed, and disability. None of these attributes exist separately from each other, but are interwoven in all of us.

It is widely recognised however, that people who experience discrimination, poverty, and other disadvantages often have multiple attributes that can be the trigger for bias and discrimination from people who are privileged or in positions of power.

At Crown, we work diligently hard to eliminate bias and unlawful discrimination of any kind and to educate employees and managers of the unfairness of such practices, and the benefits of fair and equitable practices.





**CROWN  
RESORTS**

[crownresorts.com.au](http://crownresorts.com.au)