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\* The content included in this report is current as at 30 June 2017, unless stated otherwise.



NAIDOC WEEK CELEBRATIONS AT CROWN PERTH – OUR INDIGENOUS EMPLOYMENT MANAGER WITH STUDENTS FROM THE ROLE MODELS AND LEADERS AUSTRALIA ACADEMY (A PARTNER OF THE CROWN RESORTS FOUNDATION)

# Executive Chairman's Message



## Our Corporate Social Responsibility Approach

Crown is a large and diverse business, serving millions of customers each year and its two resorts provide employment for over 15,600 people. We are grateful for the efforts of all our employees and are mindful of our responsibilities to them and to the communities in which we operate.

Our approach to corporate social responsibility is integrated into everything we do with all initiatives developed to consider efficiency, diversity, inclusion, community and our impact on the environment.

## Creating opportunities through employment

This year we have continued the momentum of our award-winning Indigenous Employment Program. We have now provided over 680 Indigenous Australians with employment opportunities as we work towards our ambitious target of 2,000. Similarly, we are proud of the progress we have made with CROWNability, our disability employment program. Our efforts in diversity and inclusion resulted in Crown Perth receiving the 2017 Employer of the Year award for Innovation at the atWork Australia awards and Crown Melbourne receiving the National Employer of the Year 2016 award from OCTEC Employment Services.

We are committed to the training and development of our employees so that they have the skills and attitude to deliver the world-class customer experience expected at Crown's Australian resorts. The training that Crown employees undertake at Crown College is relevant to their role and is nationally recognised as it is aligned with the Australian Qualifications Framework. In the 2017 financial year, over 7,500 employees participated in technical, leadership, health and safety, and customer service training at Crown College, receiving over 370,000 hours of training.

Our mantra is "not training for a job, but learning for a career" and this year over 1,700 employees were enrolled in Certificates III, IV and Diploma level qualifications.

Since its inception, over 7,900 apprentices and trainees have graduated from Crown College.

We have maintained our industry leading commitment to the training and development of our employees. We have also been focussed on our diversity and inclusion programs, in particular addressing gender equity within our business. We are working at all levels of our business to create positive and proactive change for gender equity.

## Crown Resorts Foundation

We are now into the third year of the delivery of our \$200 million National Philanthropic Fund, a joint initiative of the Packer Family and Crown Resorts Foundations. This year we launched our \$25 million Melbourne and Perth Arts Education Initiative, undertook the second grant round for our \$30 million Western Sydney Arts Initiative and delivered some sizeable grants to promote education opportunities for Indigenous girls.

At a glance, we are currently delivering support for over 115 programs, which will provide thousands of school students across Australia greater access to enhanced and creative educational programs, and pathways to employment and community re-engagement.

Thank you to my fellow Board members, and our leadership team and employees, whose commitment and dedication have ensured we continue to deliver on our Corporate Social Responsibility goals and improve our overall performance.



**John Alexander**  
Executive Chairman, Crown Resorts Limited

# Awards and Recognition



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



2017 Australian Property Council - Moulis Legal Award for Diversity



2015 Platinum Winner at the LearnX Impact Awards



Gold Award at the 2016 Brandon Hall Group HCM Excellence Awards



Gold Medal - Tourism Education and Training WA Tourism Awards 2016



2016 Australian Business Awards - Community Contribution



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



2015 Australian Business Awards - Community Contribution



2016 Australian Business Awards - Employer of Choice



Australian Employer of the Year 2015



2014 Casino/Integrated Resort of the Year



High commendation for Energy Efficiency, Facilities Management Association



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



Australian Employer of the Year 2013



Australian Packaging Covenant

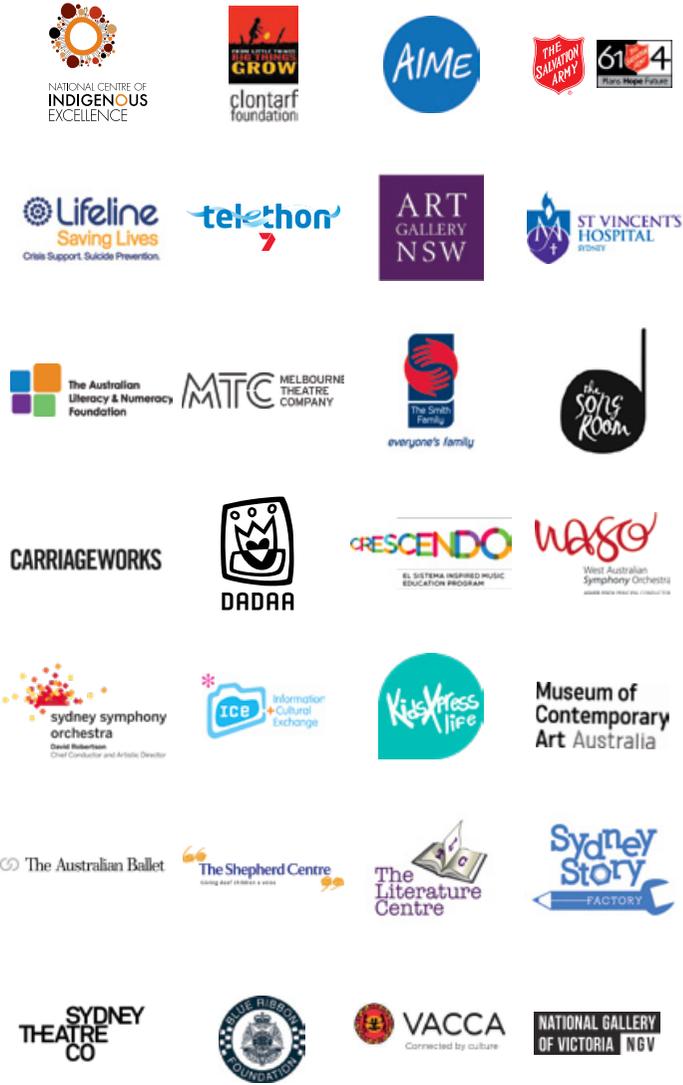


REPRESENTATIVES FROM CROWN RECEIVING THE NATIONAL EMPLOYER OF THE YEAR 2016 AWARD FROM OCTEC EMPLOYMENT SERVICES FOR OUR DIVERSITY AND INCLUSION PROGRAMS.

# Community and Project Partners\*



THE CROWN RESORTS AND PACKER FAMILY FOUNDATIONS SUPPORT THE STATE LIBRARY OF VICTORIA'S FREE CREATIVE WRITING HOLIDAY PROGRAM.



\* REPRESENTATIVE OF SOME OF CROWN RESORTS' AND THE CROWN RESORTS FOUNDATION'S PARTNERSHIPS.

# Training a World-Class Hospitality Workforce

We are committed to the training and development of our employees so that they have the skills and attitude to deliver the world-class customer experience expected at Crown's Australian resorts. The training that Crown employees undertake at Crown College is relevant to their role and is nationally recognised as it is aligned with the Australian Qualifications Framework.

In financial year 2017, over 7,500 employees participated in technical, leadership, health and safety, and customer service training at Crown College, receiving over 370,000 hours of training.

Our mantra is “not training for a job, but learning for a career” and this year over 1,700 employees were enrolled in Certificates III, IV and Diploma level qualifications. Since its inception, over 7,900 apprentices and trainees have graduated from Crown College.

We have maintained our industry leading commitment to the training and development of our employees. We have also been focussed on our diversity and inclusion programs, in particular addressing gender equity within our business. We are working at all levels of our business to create positive and proactive change for gender equity.

This year we have continued the momentum of our award-winning Indigenous Employment Program and CROWNability, our disability employment program. Our efforts in diversity and inclusion have resulted in Crown Resorts being awarded the Community Contribution Award for the third consecutive year at the Australian Business Awards, Crown Perth receiving the 2017 Employer of the Year award for Innovation at the atWork Australia awards, and Crown Melbourne receiving the National Employer of the Year 2016 award from OCTEC Employment Services.



TRAINING AT CROWN COLLEGE MELBOURNE'S CULINARIUM.

# Helping to Close the Gap on Indigenous Disadvantage



REPRESENTATIVES OF CROWN'S INDIGENOUS EMPLOYMENT PROGRAM.

We have now provided over 680 Indigenous employment opportunities as we work towards our ambitious target of 2,000. In addition, we are exceeding the targets we have set with the Federal Government under their Employment Parity Initiative – well on our way to increasing Crown's Indigenous workforce to 3.1% of Crown's employees.

Our Indigenous Employment Program continues to be recognised as a best practice model. This year the program was again awarded the Community Contribution award at the Australian Business Awards for the third consecutive year.

Beyond employment outcomes, we continue to work across our business to achieve the targets we have set in our Elevate Reconciliation Action Plan, which include procurement, community and cultural awareness outcomes.

# Providing Education Opportunities for Young Australians

We are very proud of the work that the Crown Resorts Foundation is doing to provide more young Australians access to better education, more opportunities to be creative and to develop the self-esteem and confidence that will support them to build more fulfilled lives.

The Crown Resorts Foundation is now into its third year of the delivery of its \$200 million National Philanthropic Fund, a joint initiative of the Crown Resorts Foundation and the Packer Family Foundation (together, the Foundations). This year the first recipients of the \$25 million Melbourne and Perth Arts Education Initiative were announced, the second grant round for the \$30 million Western Sydney Arts Initiative was undertaken and sizable grants were delivered to promote education opportunities for Indigenous girls.

The two selected programs, Role Models and Leaders Australia Girls Academy and the Stars Foundation, both work within schools to help overcome educational barriers faced by young Indigenous girls aged 12 to 18. Their aim is to lift school completion rates and help achieve successful post-school transition.

The Foundations are currently delivering support for over 115 programs, which will provide thousands of school students across Australia greater access to enhanced and creative educational programs, and pathways to employment and community re-engagement.



THE ROLE MODELS AND LEADERS AUSTRALIA GIRLS ACADEMY PROGRAM WHICH WORKS WITHIN SCHOOLS TO PROVIDE A COMMUNITY-LED APPROACH TO HELP OVERCOME EDUCATIONAL BARRIERS FACED BY YOUNG INDIGENOUS GIRLS AGED 12-18. THE AIM IS TO LIFT SCHOOL COMPLETION RATES AND HELP ACHIEVE A SUCCESSFUL POST-SCHOOL TRANSITION.

# Empowering People with Disability



Our CROWNability program surpassed all of its 2017 targets. Crown now employs over 150 people with disability across its Melbourne and Perth properties. The program is focused on transforming attitudes towards disability in our workplaces and the broader community. We are working towards becoming a disability-confident organisation and have developed our CROWNability Action Plan with targets and goals to ensure our workplace continues to evolve and provide as many opportunities as possible for people with disability.

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

CELEBRATING INTERNATIONAL DAY OF PEOPLE WITH DISABILITY IN DECEMBER 2016 WITH AUSTRALIAN PARALYMPIAN BRANT GARVEY.

# Committed to Industry Leading Social Safeguards

Crown is proud of the broad range of customer and employee programs and services that promote awareness of responsible gaming, recognising that responsible gaming is the shared responsibility of the gaming industry, governments, communities and individuals, working in partnership to achieve socially responsible outcomes.

Crown continues to adopt a proactive and business-wide approach to responsible gaming led by the Crown Responsible Gaming Committee, chaired by Independent Director, Professor John Horvath, AO. This Committee is dedicated to overseeing Crown's responsible gaming initiatives and recommending policies and procedures to enhance the effectiveness of those programs.

In 2002, Crown Melbourne introduced a world first in responsible gaming initiatives by establishing the Responsible Gaming Support Centre at its resort. A similar facility, the Responsible Gambling Information Centre, was opened at the Crown Perth resort in 2010.

Employee training and education in responsible gaming begins on an employee's first day during the induction program. Responsible Service of Gaming training is delivered using a combination of online and facilitator-led learning. This training includes information about observable behaviours that may indicate that a customer may be experiencing difficulty with their gaming experience and how to direct the customer to appropriate services.



MEMBERS OF THE RESPONSIBLE GAMING TEAM.

# Reducing our Impact on the Environment



CROWN MELBOURNE'S ECO CHEF TEAM

We are committed to working towards being a leader in sustainable business practices in the gaming and entertainment industry, focussing on three major areas – energy efficiency, water conservation and life cycle management.

During the 2017 financial year, the footprint of Crown's Australian resorts increased significantly with the addition of Crown Towers Perth. Despite this, Crown's environmental performance improved in comparison to the 2016 financial year, achieving a reduction in greenhouse gas emissions intensity of 5.8% per area, a decrease in overall water consumption of 5.2% per area, and recycling rates remained steady with approximately 70% of Crown's waste diverted from landfill.

To continue improving these results, Crown Melbourne and Crown Perth are working together to develop and align strategies and programs across both properties that will further reduce the environmental impact and contribute to developing more sustainable practices. To engage our employees and business units, Crown has well-established CROWNEARTH Committees with representatives from each major business unit across both properties with a focus on numerous energy, water and waste management initiatives to improve the overall sustainability performance of the business.

Crown Melbourne launched its industry-first Eco-Chef Program, established by Executive Sous Chef Bas Van Uyen which was implemented across its food and beverage outlets. Our aim for the program is to deliver quantifiable savings that reduce Crown's environmental impact and encourage proactive, sustainable behaviour by our employees. We are particularly proud of this employee-led program as it supports Crown's environmental sustainability targets around energy, water and life-cycle management.

# Supporting Australian Tourism and the Economy

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

Crown's brand, tourism market understanding and marketing help Victoria and Western Australia capture their share of the international tourist market. To ensure that our customers receive the world-class experience they expect, there are over 15,600 people working at Crown Melbourne and Crown Perth.

Significantly, in financial year 2017, Crown Melbourne and Crown Perth attracted 31 million visits from local, interstate and international tourists. To meet growing tourism demand, Crown continues to invest in both resorts. The major development highlight for the year was the opening of the Crown Towers Perth hotel, which opened to the public in December 2016.

The hotel provides the Crown Perth resort with an additional 500 luxury rooms, including a number of villas located on the upper floors, each with amazing views over the Swan River and Perth skyline. Also taking advantage of these views are the private VIP gaming salons and Crystal Club lounge located on level 15 of the tower. The hotel has introduced a number of new venues including the luxurious Crown Spa, and the popular Epicurean restaurant and TWR lobby bar.

In financial year 2017, Crown paid more than \$600 million in taxes to all levels of Australian Government, which amounts to over two-thirds of Crown's normalised profit before tax from Australian operations.



THE NEW SIX-STAR CROWN TOWERS PERTH WHICH OPENED IN DECEMBER 2016.

# Crown's Commitment to the Community



*“The philanthropic work undertaken by the Packer Family Foundation and the Crown Resorts Foundation through the National Philanthropic Fund is remarkable and I congratulate the Packer Family and Crown Resorts Foundations on your work supporting the arts, education, and our communities.*”

*“I particularly commend your support for community organisations such as The Girls Academy which encourages and empowers Aboriginal and Torres Strait Islander girls to engage in education and pursue their goals.*”

*“I must also congratulate you on the launch of the Melbourne and Perth Arts Education Initiative building on the successful Western Sydney Arts Initiative. It is wonderful to see youth developing their creativity, engaging with their learning and engaging with their community through art.”*

*The Honourable Natasha Maclaren-Jones*

LC Government Whip

Member of the Legislative Council

Parliament of New South Wales

THE ROLE MODELS AND LEADERS AUSTRALIA GIRLS ACADEMY PROGRAM WHICH WORKS WITHIN SCHOOLS TO PROVIDE A COMMUNITY-LED APPROACH TO HELP OVERCOME EDUCATIONAL BARRIERS FACED BY YOUNG INDIGENOUS GIRLS AGED 12-18. THE AIM IS TO LIFT SCHOOL COMPLETION RATES AND HELP ACHIEVE A SUCCESSFUL POST-SCHOOL TRANSITION.

# Crown's Commitment to the Community

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

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

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

We look for opportunities to leverage our corporate networks, funds and people to deliver the best outcomes for our community partners. This year, the Children's Cancer Foundation's Million Dollar Lunch was once again hosted by Crown Melbourne. With the support of its suppliers, Crown committed to delivering the Million Dollar Lunch event cost free significantly assisting the Children's Cancer Foundation to raise over \$2.1 million dollars which will be used to fund childhood cancer research programs, clinical care and family support.



IMAGE PROVIDED BY AIME.



IMAGE PROVIDED BY THE SYDNEY STORY FACTORY.

Within our business, we look for opportunities to leverage our skillsets to support communities in need. Crown Perth's chefs again provided more than 30,000 meals to Perth's vulnerable and homeless through Foodbank Western Australia, continuing this longstanding commitment. Crown Melbourne's employees volunteered their time at The Salvation Army Project 614's Hamadova Café so that it could remain open 24 hours a day throughout the winter months.

Many of Crown's community partners, in addition to receiving support from the business, benefit from fundraising and volunteer support from Crown staff. Within business departments, teams organise their own fundraising events for charities such as SIDS and Kids, the Cancer Council, Oxfam and Jeans for Genes. More formal fundraising activities are organised in partnership with the Crown Resorts Foundation by the Employee Advisory Committee.

Crown's Australian Resorts CEO, Barry Felstead, sets the tone for a culture of giving and support throughout the business. Barry has participated in the St Vincent de Paul CEO Sleepout in Perth for eight consecutive years and has raised over \$730,000 for Perth's St Vincent de Paul's homeless and emergency housing services.

## Crown's Commitment to the Community *continued*

### Crown Resorts Foundation



We are very proud of the work that the Crown Resorts Foundation is doing to provide more young Australians access to a better education, more opportunities to be creative and to develop the self-esteem and confidence that will support them to build more fulfilled lives.

The Crown Resorts Foundation is now into its third year of the delivery of the \$200 million National Philanthropic Fund, a joint initiative of the Packer Family and Crown Resorts Foundations. This year the first recipients of the \$25 million Melbourne and Perth Arts Education Initiative were announced, the second grant round for their \$30 million Western Sydney Arts Initiative was undertaken and some sizable grants were delivered to promote Indigenous education opportunities for Indigenous girls.

At a glance, the Foundations are currently delivering support for over 115 programs, which will provide thousands of school students across Australia greater access to enhanced and creative educational programs, and pathways to employment and community re-engagement.



THE CROWN RESORTS AND PACKER FAMILY FOUNDATIONS SUPPORT THE NATIONAL GALLERY OF VICTORIA'S FREE CHILDREN'S EXHIBITION PROGRAM.

## Strengthening communities and education opportunities

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

We partner with organisations that provide a highly supportive school environment and engage students, families and the community in the design and, where possible, the delivery of the programs. These types of programs establish trust and a sense of security that enable children to not only benefit from a consistent school-based education but to thrive in such a setting.

During 2016, in addition to our existing partnerships, the Foundations' Directors sought to identify programs which focus on providing educational opportunities for Aboriginal and Torres Strait Islander girls. The two selected programs, Role Models and Leaders Australia Girls Academy and the Stars Foundation, both work within schools to help overcome educational barriers faced by young Indigenous girls aged 12 to 18. Their aim is to lift school completion rates and help achieve successful post-school transition (these partnerships are covered in more detail later in this report).



IMAGE PROVIDED BY THE GIRLS ACADEMY.

# Crown's Commitment to the Community *continued*

## CASE STUDY



### Stars Foundation

Stars Foundation was established to address an inequity and obvious gap in service provision and to ensure that young Aboriginal and Torres Strait Islander women are provided with the education, opportunities and support necessary to succeed in education to live healthy and productive lives and be able to make informed choices.

Improving education and health outcomes is central to breaking the cycle of poverty and disadvantage experienced by so many Aboriginal and Torres Strait Islander people. Stars is founded on the belief that, given the right supports and with appropriate mentoring, despite this relative disadvantage, the retention and attainment levels of Aboriginal and Torres Strait Islander young women can be dramatically improved. Equally, opportunities post-school are also improved, whether that means employment or further education, and Stars has a particular focus on post-school transition.

The Stars program provides full-time mentors for young women at school with a program tailored to meet the needs of young women. To meet the needs of individual girls, a range of extracurricular activities are offered, including sports and physical activities, art, music and dance. Community activities and camps are also offered to provide engagement incentives, healthy lifestyle and personal development opportunities.

Andrea Goddard, Executive Director of Stars Foundation, said:

*“Stars is thrilled to partner with the Crown Resorts and Packer Family Foundations. Our shared objective of improving educational opportunities and life outcomes for young Aboriginal and Torres Strait Islander women has resulted in a genuine partnership. We have already seen wonderful results and are extremely grateful for the commitment of the Foundations to giving young women the support they deserve.”*

Full-time on-site mentors are the key to the success of the program. Many of the benefits of youth mentoring correlate with the teaching of skills that aim to foster resilience and well-being, leading to increased social connection, community participation and self-confidence. All of these benefits are afforded to girls through the program, which results in improved education, employment and life opportunities.



To learn more about Stars Foundation, visit their website: [starsfoundation.org.au](http://starsfoundation.org.au)



IMAGE PROVIDED BY THE STARS FOUNDATION.

## Supporting Australian culture

We recognise the ability of the arts to cross divides and be responsive and relevant to the community. Our National Arts Fund aims to improve the accessibility and availability of the arts to young Australians. A priority of the National Arts Fund is to promote educational opportunities through art programs, and, as art can provide important cultural and social access points, it can be an effective medium to encourage this engagement.

We support engagement with the arts from first experience through to professional practice as we recognise the power of the arts for education – nurturing creativity and development, improving school attendance, building confidence and learning skills that transfer into other disciplines.

Following the success of our Western Sydney Arts Initiative programs, the Boards have extended this funding opportunity to Melbourne and Perth-based arts education organisations. In April 2016, we launched our \$25 million Melbourne and Perth Arts Education Initiative. The programs supported through this initiative will receive multi-year grants and are

focussed on promoting creativity and supporting education - using art as the vehicle with which to engage with learning and the community.

Concurrently, we ran our second Western Sydney Arts Initiative grant round. The numbers of applications we received increased significantly and, from this competitive pool, we selected 40 successful programs which are already being delivered across Western Sydney.

These arts education grant rounds are in addition to the ongoing support we provide to flagship Australian arts organisations, and we added the Australian National Academy of Music to the group this year.



IMAGE COURTESY OF THE SONG ROOM.

# Crown's Commitment to the Community *continued*

## CASE STUDY



### West Australian Symphony Orchestra

Craig Whitehead, WASO Chief Executive, said:

*“We are proud to deliver a diverse range of community engagement programs, and to work with schools in disadvantaged communities to create opportunity for students to learn and grow in a supported environment. The partnership with Crown Resorts and Packer Family Foundations provides our organisation with the means to deliver a sustainable program, and strengthens our ability to make a real difference in these students’ lives.”*

Crescendo is the only El Sistema-inspired music education program in Western Australia (WA), with the West Australian Symphony Orchestra (WASO) being the only major performing arts company working with schools and local communities in WA to provide opportunities for students to develop confidence, resilience, emotional and social well-being.

Crescendo currently provides weekly music lessons to all Pre-primary to Year 3 students at two public primary schools in Kwinana in Perth's industrial belt, where more than 60% of students are consistently assessed as being developmentally vulnerable on a number of indicators. Students start the program with vocal lessons, creating a strong foundation for the introduction of string instruments in later years. Lessons are structured to develop the whole child based on a holistic approach, supporting numeracy and literacy as well as motor skill development.

The Crown Resorts and Packer Family Foundations' support has enabled vital expansion of the Crescendo program, by supporting the engagement of additional teaching artists and the purchase of string instruments which are being introduced in 2017.

Importantly, the program continues to be delivered at no cost to the participating schools or families, making it a valued addition to the school learning environment and students' educational experience. WASO aims to reach all students in every year level by 2020.

Further supporting program outcomes, students attend WASO performances at Perth Concert Hall and in their local community, and regularly perform in front of their peers and family members. Teachers and parents from both schools have reported on improved concentration, self-confidence, behaviour and motivation for learning.



For more information about WASO's Crescendo Program, please visit [www.waso.com.au/education/outreach/crescendo](http://www.waso.com.au/education/outreach/crescendo)



IMAGE PROVIDED BY THE WEST AUSTRALIAN SYMPHONY ORCHESTRA.

## Crown employees lead the way

We consider employee engagement with our community partners to be exceptionally important as it provides an opportunity for employees to better understand some of our communities' challenges while broadening the scope of support available to our partners.

Within the Crown Resorts Foundation's Community Partnerships and Indigenous Education Fund is an allocation to support employee-led fundraising activities and smaller one-off grants allocated to organisations nominated by employees who support charities in their own time. These programs are overseen by the Crown Melbourne Employee Advisory Committee.

Members of this Committee have the opportunity to learn more about the types of programs the Crown Resorts Foundation supports through talks given by representatives from organisations that benefit from Crown Resorts Foundation funding. The Committee Members entirely manage the calendar of community events and coordinate the fundraising activities.

## Employee-Led Fundraising

This year's employee-led fundraiser was again for The Luke Batty Foundation, to raise funds and awareness of the issue of domestic violence. The Employee Advisory Committee partnered with CrownBet and Betfair to organise the event, which raised \$75,000 and had more than 130 participants.

## Employee Community Grants Program

The Employee Advisory Committee also oversees the selection of our Employee Community Grants program. Grants up to \$5,000 are allocated to organisations nominated by employees who have been involved with them over an extended period.

The goal of this program is to recognise and reward the work of our employees in the community. This year saw 18 grants allocated to organisations that were nominated by Crown Melbourne and Crown Perth employees. The recipient organisations ranged from local primary schools to domestic violence shelters and animal welfare organisations.

## Program evaluation

The Foundation provides multi-year program funding and, to this end, the goals and targets of each program are outlined at the beginning of the partnership with each organisation reporting annually on its program's outcomes. At the end of the grant period, the organisation is required to complete an acquittal form whereby the organisation reports on whether or not the program achieved its intended outcomes.

## Future Direction

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

# Crown's Commitment to the Community *continued*

## CASE STUDY



### Volunteering at The Salvation Army Project 614's Hamadova Café

Crown Melbourne has a long-standing relationship with The Salvation Army Project 614. The advent of the Crown Resorts Foundation and Employee Advisory Committee has allowed us to grow this partnership beyond simply financial support to include the donation of blankets, a Christmas gift drive and also volunteering at the Hamadova Café.

The Salvation Army's Hamadova Café is a welcoming community centre in the heart of the Melbourne CBD, providing breakfast and lunch, as well as support to people from all walks of life, especially those living on the margins of society. It relies on volunteers to staff the café. With the support of the Melbourne City Council, this year, for the first time, the café was open 24 hours a day throughout the winter months, providing a warm haven even throughout the cold nights.

Major Brendan Nottle sought assistance from the Crown Resorts Foundation's Employee Advisory Committee to help get volunteers to staff these extended shifts from 11pm until 7am.

To learn more about The Salvation Army Project 614's work, visit their website: <http://www.salvationarmy.org.au/en/Find-Us/Victoria/Melbourne614/>



CROWN EMPLOYEES VOLUNTEERING THEIR TIME AT THE SALVATION ARMY PROJECT 614'S HAMADOVA CAFE.

## Our People — The Crown Difference



At Crown we are committed to investing in our people and ensuring employees can achieve their personal career goals. Therefore, our workforce must not only be well-trained but also feel supported and included in the workplace. We want all our employees to feel valued at work regardless of their gender, age, ethnicity, cultural background, experience, physical limitations or sexual orientation.

CROWN APPRENTICES AND TRAINEES UNDERTAKING TRAINING AT CROWN COLLEGE'S CULINARIUM.

# Our People — The Crown Difference

## The Crown Difference

Crown is recognised as one of Australia's leading employers. We pride ourselves on our best-practice Indigenous Employment Program, our disability employment program (CROWNability) and our employee training and development programs delivered through Crown College, a Registered Training Organisation.

Crown's two Australian resorts provide employment for over 15,600 people, making them significant employers in both Melbourne and Perth. We are committed to the training and development of our employees so that they have the skills and attitude to deliver the world-class customer experience expected at Crown's Australian resorts.

Workplace policies, training programs and personal development initiatives are designed to ensure Crown is a high-performing, inclusive and well-managed workplace where all employees feel valued and have the opportunities to develop their career. Crown's commitment to the training and development of its employees is continually recognised as a best-practice model by government bodies and industry

associations, with both Crown Melbourne and Crown Perth receiving significant awards for dedication to their employees.

As a Registered Training Organisation, the training that Crown employees undertake at Crown College is relevant to their role and is nationally recognised as it is aligned with the Australian Qualification Framework. In financial year 2017, over 7,500 employees participated in Crown College training, receiving over 370,000 hours of technical, leadership, health and safety, and customer service training. We have graduated 7,900 apprentices and trainees since inception.

We want every one of our employees to feel valued at work and are committed to creating the inclusive workplace required to make this a reality. While we continue our industry-leading commitment to the training and development of our employees, a particular focus of our diversity and inclusion programs this year has been addressing gender equity within our business. We are working at all levels of our business to create positive and proactive change for gender equity.

We are currently reviewing our approach to diversity and inclusion to ensure that our workplace remains a dynamic and positive environment where all employees feel valued in their role.

Inclusion and diversity is promoted through various programs at Crown including the Indigenous Employment Program (IEP), CROWNability (for people with disability), the Crown Pride Employee Network and Gender Equity.

Each of these programs has an established Action Plan or is in the process of developing one. These Action Plans are developed to detail Crown's strategy and articulate Crown's commitment to providing a diverse and inclusive workplace. These plans will build on the success of the programs and provide a framework with clear actions that ensure our culture and working environment remain inclusive and welcoming for all potential and existing employees.

Our efforts in diversity and inclusion have seen Crown receive numerous accolades from external bodies — these awards are outlined in the "Creating Employment Opportunities through Diversity and Inclusion" section.

## Working at Crown

Crown is committed to investing in our people and ensuring employees can achieve their personal career goals. We are focussed on attracting, developing and retaining high quality employees. The number of people working at Crown's Melbourne and Perth resorts has increased from 10,000 in 2005 to over 15,600 in financial year 2017.

As well as nurturing a safe and inclusive workplace which offers opportunities for our employees to reach their career goals through training and development programs, Crown seeks to provide a number of other benefits to all employees, to help to create a desirable place to work. Some of these benefits include:

- at least one free meal per shift at Crown's dedicated employee restaurant;
- subsidised car parking (Melbourne) and free car parking (Perth);
- individually tailored, laundered and repaired uniforms for uniformed employees;
- on-site gym (Melbourne);
- employee assistance programs; and
- social clubs and employee discounts.



EPICUREAN AT CROWN TOWERS PERTH.

## Our People — The Crown Difference *continued*

### Creating Employment Opportunities through Diversity and Inclusion

There are over 700 different roles available at Crown's Melbourne and Perth resorts. Therefore, our workplace attracts a range of employees of every age, gender, ethnicity, cultural background, sexual orientation, experience and ability. It is important to us that everyone who visits and works at Crown feels welcome, comfortable, safe and valued and, as such, we work hard to provide an environment which is inclusive and respectful.

We provide an extensive variety of employment opportunities for people over the age of 18, with particular programs focussing on supporting employment opportunities for Aboriginal and Torres Strait Islander people, people with disability, the LGBTI community, those from culturally and linguistically diverse backgrounds and mature-age workers.

Our efforts in diversity and inclusion have received a number of awards this year, including the Moulis Legal Award for Diversity at the 2017 Property Council of Australia's Innovation & Excellence Awards and the Australian Business Awards citation for Community Contribution for the third consecutive year. In addition, Crown Melbourne received the National Employer of the Year 2016 award from OCTEC Employment Services for our commitment to inclusive employment and Crown Perth received the 2017 Employer of the Year award for Innovation at the atWork Australia awards.

Our CROWNability program surpassed all of its 2017 targets. Crown, through the CROWNability program, employs over 150 people with a disability across its Melbourne and Perth properties. The program is focussed on transforming attitudes towards disability in our workplaces and the broader community. We are working towards becoming a disability confident organisation and have developed our CROWNability Action Plan with targets and goals to ensure our workplace continues to evolve and provide as many opportunities as possible for people with a disability.

Our award-winning Indigenous Employment Program has provided more than 680 Indigenous Australians with employment, well on our way to achieving our ambitious target of 2,000 job opportunities. Beyond employment outcomes, we continue to work across our business to achieve the targets we have set in our Elevate Reconciliation Action Plan which include procurement, community and cultural awareness outcomes.



#### More information

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



CROWN MELBOURNE EMPLOYEES.

## Gender Equity

We acknowledge that, like many other Australian workplaces, we need to work hard to address gender imbalance. Gender equity is one of our key focus areas to ensure we provide diverse and inclusive employment at Crown. We are committed to improving gender balance and have developed a number of programs overseen by an executive committee to help address it, including the Women of Crown Management program, developing flexible work arrangements, and developing a Gender Action Plan which outlines targets and goals across the business to help drive improvements in this area.

Crown has programs and processes which attempt to ensure inequality does not occur indirectly, including eliminating unconscious bias in its recruitment, selection and employee career progression practices. Our recruitment team members are specifically trained in relation to equal employment opportunity and unconscious bias in employment to ensure the attraction and selection of employees is free from unlawful discrimination.

Furthermore, Crown conducts annual pay equity audits through a gender lens to monitor the remuneration levels of our salaried employees. In terms of remuneration, Crown's enterprise agreements (EA) contain no means by which pay can be directly differentiated based on gender, ensuring that all employees are paid the same rate for the same work.

Gender imbalance at the senior management level of Crown is present, however, the business is taking steps to address this, beginning with the reporting of gender information now overseen by the Corporate



CROWN MELBOURNE MAINTENANCE STAFF.

## Our People — The Crown Difference *continued*

Social Responsibility Board Committee and the Audit and Corporate Governance Committee. Furthermore, an Executive Steering Committee has been established with the responsibility of implementing programs, processes and paradigms throughout the business to address gender equity. This Executive Steering Committee is supported by Gender Equity Advisory Groups at both properties.

In the past 12 months, proactive steps have been taken towards closing the gender gap, including:

- developing a Gender Action Plan to be implemented cross-property;
- establishment of a Gender Equity Steering Committee and Advisory Group and implementing key action points across Crown Resorts;
- broadening our recruitment search processes to attract women in under-represented disciplines;
- lifting the representation of women and gender equality across senior positions;
- promoting and providing pathways to increase the number of women in management and leadership roles through targeted development and talent identification programs;
- providing domestic violence support through the Family and Domestic Violence Support policy, established in 2015;
- extending the company's flexible employment options; and
- explicit commitment through our participation with the Male Champions of Change and the CEOs for Gender Equality (in WA).

The Gender Action Plan will clearly set out the actions Crown is taking and we are specifying action points, responsibilities, timelines and measurable goals.

Crown Perth has also launched a new equity initiative, known as the Executive Sub-committee, to provide more women with insight into executive operations

within the business. The Committee is comprised of 60% women and will focus on real time organisational issues and projects. It aims to provide a significant development opportunity for staff with potential and encourage greater female participation in higher levels of management to target gender balance.



CROWN MELBOURNE EMPLOYEE.

## Flexible Work Arrangements

Introducing more flexible work arrangements for both our female and male employees has been a focus over the past 12 months and forms a key part of our Gender Equity strategy. The potential benefits of these arrangements include attracting a more diverse workforce, retention of skills and competencies, reduced turnover and increased productivity.

In June 2016, a Crown Employee Flexibility Survey was conducted to enable focussed improvements.

Several new initiatives were introduced in a bid to increase the ease of working flexibly:

- **Shift-swap app** – rostered employees are able to swap shifts, give shifts away and pick up shifts from other employees via the Crown mobile employee app. This app is dedicated to Crown employees and gives them the ability to view their roster, apply for leave, and swap and give away/pick up shifts.
- **Flexible leave options** – all Enterprise Agreement employees have a range of options available to enhance their leave flexibility such as purchase up to two weeks of annual leave, take up to two weeks each year of extra annual leave by taking it with a negative loading, and can access up to two weeks of leave without pay without exhausting other leave. Salaried employees may purchase up to two additional weeks annual leave each year.
- **Keeping in Touch Program** – this program was established in April 2017 to assist employees on parental leave. These employees are able to come into work whilst on parental leave for up to 10 days per year without affecting their parental leave entitlement. This provides a way for employees to keep up-to-date with their role, refresh skills and assist with their return from parental leave.

- **Flexible Work Arrangements Policy** – Crown officially launched this policy on Australia's inaugural Flexible Working Day 2017. The policy gathers existing practices and sets out a process to ensure there is clear communication and understanding between employees and their managers. The policy offers flexible working arrangements to employees to enable them to better meet their work and other life commitments while continuing to meet the needs of the business. Flexible working arrangement options include part-time employment, job sharing, shift swaps, phased retirement, working from home and flexible work hours.

## Women of Crown Management Program

On International Women's Day 2016, Crown Melbourne launched the Women of Crown Management Program. The Program contains a variety of components including mentors offering professional guidance to the next generation of female leaders within the business. Crown currently has 12 members in the program and is currently preparing for a second intake. Of these 12 members, two have already been promoted to General Manager positions.



REPRESENTATIVES OF A PANEL DISCUSSING GENDER EQUITY IN THE WORK PLACE ARRANGED BY WOMEN OF CROWN MANAGEMENT PROGRAM PARTICIPANTS.

## Our People — The Crown Difference *continued*

### Male Champions of Change

Our commitment to Gender Equity has advanced to include external involvement including representation on the Male Champions of Change (MCC) and the CEOs for Gender Equity in Western Australia.

Ken Barton, CFO Crown Resorts and CEO Crown Digital, joined the MCC which comprises a group of men invited to step up beside women to take action to advance gender equality. By agreeing to join the MCC, Crown Resorts has committed to setting and achieving the goals of the group.

Crown Melbourne's Executive General Manager of Human Resources (Alicia Gleeson) is the Implementation Lead for Crown's commitment to the MCC.

### CEOs for Gender Equity

Barry Felstead, CEO of Australian Resorts, was one of the founding members of the CEOs for Gender Equity in Western Australia, further demonstrating Crown's commitment to effecting change at a community level.

This initiative was developed by the Equal Opportunity Commission and unites 18 influential CEOs to progress gender equity in Western Australia. Since the official launch of the initiative in December 2014, Crown Perth has remained actively involved, particularly through its appointment of a representative on the Delegates Action Group.

The sub-committee focusses on access to quality childcare, female participation in STEM subjects in secondary school and the financial benefit to having a gender diverse leadership team.



PARTICIPANTS OF THE WOMEN OF CROWN MANAGEMENT PROGRAM.

“Importantly, CEOs for Gender Equity recognises that we must work together to address gender equity, it is not just about women, it is about everyone.

“I believe that Crown is a stronger business due to our acute awareness of this topic, as we are able to draw from a broader range of skills, perspectives, and abilities of a well engaged and diverse workforce.

“Addressing gender equity is not just the right thing to do, it is the smart thing, and I would encourage all businesses to do the same.”

**Barry Felstead**  
Chief Executive Officer,  
Australian Resorts

## Lesbian, Gay, Bi-sexual, Transgender, Intersex (LGBTI)

The Crown Pride Employee Network is an extension of Crown's broader workplace diversity and inclusion strategy. Crown is working to ensure that policies and procedures align with the Australian Workplace Equality Index (AWEI), as well as ensuring LGBTI people are fully supported in the workplace.

Our goal is that all employees, contractors, suppliers and visitors feel accepted, valued and included.

The first step in creating this network was establishing the LGBTI Steering Committee. The Steering Committee comprises members of the senior management team to strategise ways to drive LGBTI inclusivity across the business.

The Steering Committee is currently supported by the LGBTI Employee Networks, which include employees from various levels at Crown.

Members of the Employee Networks attend consultative meetings and assist with coordination of key events and other activities as required. The goal is to implement inclusive policies and practices, provide specific training and development opportunities for the LGBTI community at Crown and participate in community engagement activities.

Crown believes that partnering with relevant external organisations that dedicate their cause to LGBTI can only enhance our understanding and awareness. As such, we have recently partnered with Pride in Diversity in improving the knowledge and understanding of LGBTI.

At Crown, we understand that there are instances where some individuals identify as outside of the gender binary of male or female, and the LGBTI Employee Network is also able to assist those people if needed.

Crown is focussed on ensuring it provides a positive and supportive workplace culture through appropriate training and communication, and we work directly with these individuals to ensure we have the correct support mechanisms in place.

The LGBTI Steering Committee is reviewing policies and procedures to ensure the language used is accurate and free from bias or ambiguity, as well as exploring options for a Cultural Climate Survey to measure how comfortable the LGBTI community is at Crown.



MEMBERS OF THE CROWN PRIDE COMMITTEE.

## Our People — The Crown Difference *continued*

### Providing Employment Opportunities for People with Disability

Our CROWNability program surpassed all of its 2017 targets. Crown, through the CROWNability program, employs over 150 people with a disability across its Melbourne and Perth properties. The program is focussed on transforming attitudes towards disability in our workplaces and the broader community.

We are working towards becoming a disability confident organisation and have developed our CROWNability Action Plan with targets and goals to ensure our workplace continues to evolve and provide as many opportunities as possible for people with a disability. Our CROWNability Action Plan will include targets and goals that will increase accessibility to employment, our premises, communication and marketing materials, products and services, and learning and development.

There are five important elements of our CROWNability program:

- **Providers** – we recognise the importance of working in partnership with leading disability employment service providers to refer potential talent.
- **Pre-employment** – working together with disability employment providers to prepare candidates for the job application and recruitment process and ensuring job readiness.
- **Recruitment** – working internally with Crown recruitment teams to provide a fair and inclusive experience for candidates.
- **Post-placement support** – providing ongoing support and contact with new employees and providing mentoring opportunities.



AUSTRALIAN PARALYMPIAN, BRANT GARVEY, HOSTING CROWN'S CELEBRATION OF THE INTERNATIONAL DAY OF PEOPLE WITH DISABILITY.

- **Community** – working with our community to increase awareness and to promote and provide additional support for CROWNability.

We are very proud of the external recognition this program has been receiving, including Crown Melbourne being awarded the National Employer of the Year 2016 from OCTEC Employment Services for our commitment to inclusive employment. Crown Perth was awarded the 2017 Employer of the Year for Innovation at the atWork Australia awards. This award recognises the CROWNability program for the innovative and unique way in which it ensures people with a disability are given every opportunity to gain employment at Crown in a diverse range of roles.

In addition, Crown Resorts was a finalist in the Australian Human Rights Commission Business Award, acknowledging our practical and policy commitment to the promotion and advancement of human rights in the Australian community. Crown was also privileged to be one of five Australian employers invited by US Senator Tom Harkin to attend the inaugural Harkin International Disability Employment Summit.

### Creating a Disability Confident Organisation

An important element of our diversity and inclusion commitments is that our workplace should be disability confident. Culturally, it is essential that our workplaces are inclusive and physically accessible for all of our employees and customers.

We seek to celebrate the achievements of all employees and this year again marked the International Day of People with Disability through events at our Melbourne and Perth resorts, hosted by Brant Garvey, an Australian Paralympian. Crown Melbourne's Riverfront also hosted the 2016 Victorian Disability and Recreation Festival.

We want to share our learnings and experiences in this sphere with other leading employers in our industry and have established a Disability Employment Network which includes a 'Pre-Employment Pilot' program.



CROWN RESORTS HOSTED THE DISABILITY SPORT AND RECREATION FESTIVAL ON THE RIVERSIDE TO HELP CELEBRATE THE INTERNATIONAL DAY OF PEOPLE WITH DISABILITY.

# Our People — The Crown Difference *continued*

## CASE STUDY

### CROWNability

#### Nathan Orr – Operations Officer – Perth IT

CROWNability program participant Nathan Orr has been working in Perth IT as an Operations officer since April 2016.

Nathan's life took a dramatic turn in 2014 when he became a left leg trans-tibial amputee as a result of an accident.

Coupled with the lengthy recovery time, Nathan's disability had a significant effect on his life where he found himself with no employment and nowhere to live, with very little help available to him.

With years of experience in professional IT and having heard about CROWNability, Nathan approached Crown Perth recruitment in early 2016. Nathan says, "I was prepared to do anything and work in any area but at the time there was a position available in IT and with CROWNability's help I was successful in getting the role."

**"CROWNability is my safety net, I know they are always around if I ever need anything. I also appreciate that there are medics on site 24/7. It is comforting to work at a place like Crown that offers so much support for people with disability."**

Nathan describes his employment experience at Crown as a positive step in his career. "I like that I am supported underneath, but not limited at the top. I am keen to push myself to see how far I can go... I love that I work in a place as diverse as Crown. It's very refreshing to walk through such a diverse environment and see such a wide spectrum of people."

Nathan is also a member of Perth's CROWNEARTH Committee, applying his passion for sustainability and past work experience and knowledge of IT to assist Crown in making its operations more sustainable.



EMPLOYEES AT CROWN PERTH CELEBRATING THE LAUNCH OF THE CROWNability TRAINING MODULE, TO ASSIST CROWN IN ITS JOURNEY TO BECOME A DISABILITY CONFIDENT EMPLOYER.

## Helping to Close the Gap on Indigenous Disadvantage

As the largest single site, private sector employer in both Melbourne and Perth, we are committed to providing employment opportunities for Indigenous Australians – we see this as the most important action we can take to help Close the Gap on Aboriginal and Torres Strait Islander disadvantage.

Our award-winning Indigenous Employment Program has provided more than 680 Indigenous Australians with employment, well on our way to achieving our ambitious target of 2,000 job opportunities. Recognising the talent and ambitions of our Indigenous employees, Crown commenced the Indigenous Leadership Program last year to help employees build management careers at Crown. This program has been very successful with a number of employees completing it, resulting in positive individual career outcomes for a number of the participants.

Beyond employment outcomes, we continue to work across our business to achieve the targets we have set in our Elevate Reconciliation Action Plan which include procurement, community and cultural awareness outcomes.

Crown has completed its second year of a four-year Employment Parity Initiative with the Department of Prime Minister and Cabinet. The initiative has seen over 100 Aboriginal and Torres Strait Islander people employed across all areas of the business.

## Providing Indigenous Employment Opportunities

We have demonstrated our commitment to providing opportunities for Aboriginal and Torres Strait Islander people by a variety of partnerships and contributions to government and community groups.

This work has resulted in:

- increased employment outcomes;
- improved processes for job seekers; and
- the sharing of knowledge and information with the aim of creating better policy and corporate practices amongst its partners.

Furthermore, our Executive General Manager - Human Resources, Alicia Gleeson, has continued in her role as a Board Member of the Victorian Aboriginal Economic Board, advising the Victorian Government on economic development opportunities for Aboriginal businesses and communities both in metropolitan and regional areas.

Other external boards and committees which we participate in include:

- Souths Cares Community Committee;
- Ganbina;
- Western Australian Aboriginal Workforce and Development Committee; and
- NAIDOC Committees in both Melbourne and Perth.

## A Place for Community and Celebration

An outcome of the success in our partnerships and involvement with communities has resulted in being selected to host two key events within the Aboriginal and Torres Strait Islander communities:

1. The Reconciliation Australia 25 Year Anniversary Dinner; and
2. The Reconciliation Australia and the Australian Football League (AFL) 1967 Referendum Dinner.

Both events were attended by members of government, Elders and community members.

### More information

Crown's efforts to help Close the Gap on Aboriginal and Torres Straits Islanders disadvantage visit: [www.crownresorts.com.au/our-contribution/indigenous-employment](http://www.crownresorts.com.au/our-contribution/indigenous-employment)

# Our People — The Crown Difference *continued*

## CASE STUDY

### Another Success Story

As a member organisation of Reconciliation Australia's Reconciliation Action Plan Elevate community, Crown is focussed on building career pathways for Aboriginal and Torres Strait Islander Australians. In March 2017, the Emerging Indigenous Executive Leadership Program (EIELP) was launched at Crown Metropol Melbourne. The program was created and is funded by Crown Resorts.

It is a 10 day course, delivered by the prestigious Australian School of Graduate Management which sees participants undertake theoretical learning in a classroom environment with other Indigenous professionals. The aim for participants is to become the next generation of corporate executives.

Each participant is assigned an executive mentor who will complement their development through sharing their personal experience as well as mentoring the participants in any particular areas they may wish to focus on.

Jacinta Cubillo successfully applied for a place within EIELP. This was in a bid for her to fulfil her career goal of one day being an executive within Crown. Jacinta commenced her career here at Crown in a Hotel Reservations role nearly four years ago.

Jacinta has had a commendable track record that has seen her successfully build her professional profile within the organisation, resulting in Jacinta securing a role within the Human Resources (HR) Department. Jacinta has recently been seconded to the role of HR Manager — Industrial Relations, a role in which she has proven to be very successful.

Jacinta spoke to an audience at a NAIDOC week event about what a successful career means for her, her family and her community. We are proud to say that Jacinta truly represents the commitment Crown has made in offering opportunities and we wish her the very best in her career here at Crown.



JACINTA CUBILLO

## Evaluation of Diversity Programs

Crown evaluates the success of its Diversity and Inclusion Programs through statistics, reporting and formal recognition.

We measure recruitment and retention statistics in relation to specific diversity action plan areas such as employment of Indigenous Australians, people with disability and gender, and also where the data is available, for employees from non-English speaking backgrounds and age groups.

Currently, Crown employees originate from over 40 countries and range in age from 18 to 79.

Crown also considers the attendance rates at career focussed training programs and promotion rates as positive measures of success.

Formal Action Plans have been developed to assess specific measures that are in place to evaluate the success of Crown as an equal opportunity employer.

At Crown, we regularly track the success of diversity and inclusion strategies through clearly articulated internal reporting to observe whether set objectives are being achieved.

Each inclusion and diversity program is required to submit internal reports to the Executive Team. External reporting is also part of evaluating Crown's success in diversity and inclusion efforts. Through tracking our progress and submitting annual reports to a number of external bodies we are being transparent and accountable about our progress.



STUDENTS FROM THE CLONTARF ACADEMY ATTEND A TOUR OF CROWN PERTH TO LEARN ABOUT THE CAREER OPPORTUNITIES AT CROWN.

## Our People — The Crown Difference *continued*



CROWN MELBOURNE EMPLOYEE.

A component of tracking our progress in the Gender Equity space is reporting to the Workplace Gender Equality Agency (WGEA).

The WGEA reports on gender diversity are available online at <http://www.crownresorts.com.au/corporate-governance/gender-equality>

Crown is working now on identifying and addressing any pay equity difference in like for like roles. External analysis and validation is being sought to enable this. The data reported to WGEA indicates an overall pay gap which is representative of the higher proportion of men in executive management roles rather than a like for like comparison. Work is also continuing towards stronger representation of women in executive management.

While diversity and inclusion has been developing at Crown since it opened its doors 20 years ago, the last 12 months have continued to see some significant formally recognised achievements.

To assess the value of our inclusive employment strategies and to determine how Crown measures up against other organisations, we apply for various business industry awards. All formal recognition affirms our efforts and helps set the benchmark for the future.

Crown has received numerous awards and accolades for its diverse employment practices for years now, however the recognition we have received over the past 12 months includes:

- National Employer of the Year 2016, for the CROWNability program, awarded by OCTEC Employment Services
- Winner of the Property Council of Australia's Innovation & Excellence Awards – 2017 Moulis Legal Award for Diversity for companies with more than 250 employees
- Community Contribution Award at the Australian Business Awards 2016
- Employer of Choice at the Australian Business Awards 2016
- Finalist, 2016 Human Rights Commission Business Award
- Finalist, 2016 Melbourne Award – Contribution to Multiculturalism by a Corporation
- Crown was also one of just five Australian employers invited by US Senator Tom Harkin to attend the inaugural Harkin International Disability Employment Summit in Washington in December 2016.

## Learning and Development – Training that sets the Standard

Crown's two Australian resorts provide employment for over 15,600 people making them significant employers in both Melbourne and Perth. We are committed to the training and development of our employees so that they have the skills and attitude to deliver the world-class customer experience expected at Crown's Australian resorts.

Crown prides itself on consistently delivering and exceeding industry training benchmarks. Our objective has always been to offer employees and students the ultimate professional educational experience, which will give them the edge over their competitors throughout their careers.

As a Registered Training Organisation, the training that Crown employees undertake at Crown College is relevant to their role and is nationally recognised as it is aligned with the Australian Qualification Framework. In financial year 2017, over 7,500 employees participated in Crown College training receiving over 370,000 hours of technical, leadership, health and safety, and customer service training.

Our mantra is “not training for a job, but learning for a career” and this year over 1,700 employees are currently enrolled in either Certificates III, IV or diploma level qualifications. The total number of apprentice or trainees who have undertaken their training at Crown College is over 7,900 since inception.



CROWN EMPLOYEES HAVE OPPORTUNITIES TO WORK ACROSS A RANGE OF ROLES.

## Our People — The Crown Difference *continued*

### Evaluation of Training

At Crown we have a strong desire to ensure we are continually growing and offering world-class programs and, as such, we continually seek feedback on the effectiveness of our programs. Some of this evaluation has led us to be formally recognised on a number of fronts. As in prior years, we have been recognised for our excellence in training by being awarded a variety of prestigious awards. This year we were awarded the following:

- 2017 Training Magazine Top 125 - Ranked 40th in the Top 125 Organisations in the world for learning and development – Crown Resorts
- 2017 TAA Awards for Training Excellence – Crown Melbourne

### Future Direction

Many exciting developments are presently being considered or implemented by Crown, the most significant of which is Crown College International.



CROWN EMPLOYEE RECEIVING TRAINING AT CROWN COLLEGE.

## Crown College International

This year, Crown College received its Commonwealth Register of Institutions and Courses for Overseas Students (CRICOS) registration to deliver training to international students through study in Melbourne. This means international students with a passion to study hospitality, tourism, commercial cookery and general management at Crown are now able to do so.

We are in the process of promoting Crown College International through the use of various social media outlets, as well as working with local and internationally based agents.

 Crown College website:  
[www.crowncollege.edu.au](http://www.crowncollege.edu.au)



CROWN MELBOURNE EMPLOYEE.

# Our People — The Crown Difference *continued*

## Employee Engagement

Crown is committed to ensuring employees remain engaged throughout their employment with us. Employee engagement can be defined as the emotional commitment the employee has to the organisation and its goals. Greater engagement enhances employee motivation and dedication to the company, which ultimately allows Crown to achieve the highest levels of customer service and therefore greater customer satisfaction.

As detailed in the 'Working at Crown' section, one of the ways in which employee engagement is achieved is through the provision of attractive employee benefits. While benefits or 'perks' increase the appeal of Crown to current and potential employees, a higher level of engagement requires an employment philosophy which seeks to constantly enhance engagement of employees and promote positive interaction with the company and its goals. The key to achieving this is Crown delivering meaningful communication to employees.

## Employee Communication

Employee communication at Crown plays an important role in ensuring all employees are informed about various activities, news and events taking place across the organisation. Clear and regular face to face communication with managers and supervisors helps to create a more meaningful employee experience as it develops trust among the employees. When employees feel more positive at work, they perform better, which benefits fellow colleagues, customers and the overall business.

Our employee communications teams at both properties utilise multiple communication channels to circulate important or interesting information. These channels include daily memoranda, weekly newsletters, quarterly staff magazines, LCD television screens located back of house (in Melbourne) and several back of house noticeboards.

To increase diversity and inclusion awareness, relevant developments are communicated on a regular basis. This not only promotes and celebrates these programs to thousands of employees but also assists to build a culture where inclusion is valued.

Crown's quarterly employee magazine is a joint publication across our Melbourne and Perth resorts which celebrates good news and employee achievements across each property. The magazine also shares cross-property information and campaigns to promote our employee programs and includes updates from Crown's subsidiary companies such as Betfair and Crown Aspinalls (Crown's London property).

Another small but significant element of our Employee Engagement strategy is our employee competitions. These are detailed in the 'Working at Crown' section.

The employee communications team runs at least one competition per month through various communication channels to maximise participation. Competitions include the quarterly magazine crossword puzzle and competitions which align with significant dates, such as Mother's Day and Easter.

In addition, other business units run their own competitions, which are promoted through employee communications to maximise participation for all employee groups and ensure every employee is able to be included.

## Reward and Recognition Programs

Crown takes great pride in rewarding and recognising the dedication and achievements of its people who enable business success. A continued commitment to a strong reward and recognition program from managers and colleagues is another key driver for high levels of employee engagement, increasing motivation amongst our workforce.

At Crown, our reward and recognition programs celebrate the efforts of employees across different departments who demonstrate exceptional commitment to Crown and passion for their role in the hospitality and tourism industry.

To ensure recognition is as inclusive as possible, our programs are designed to recognise employees from different levels. Certain programs target excellence in management and leadership capabilities for employees in senior roles, while other awards celebrate excellence in customer service and role proficiency for Crown's operational employees.

Another pillar of our reward and recognition programs is recognising employees for noteworthy lengths of service through numerous milestone celebrations.

By providing rewards to our employees who demonstrate exceptional service, Crown aims to encourage the premium service experience that employees deliver to patrons every day.

## Employee Well-being

This year Crown has continued to expand the supportive network of health and well-being resources, initiatives and opportunities provided to all employees. This continues to be fundamental to Crown's commitment to employee well-being in the workplace.

In September 2016, Crown launched its new Employee Assistance Program (EAP). The EAP is a free and confidential counselling service offered by Crown to employees and their families needing assistance. Access to the Crown EAP is provided to all employees via an app, making support and information more accessible at any time.

The launch of the new EAP coincided with R U OK Day. Crown was proud to actively participate in R U OK Day, which aims to inspire and empower everyone to meaningfully connect with people around them and support anyone struggling with life's challenges.

There have been a number of initiatives to assist employees in their fitness for work. Firstly, a series of 'Fit and Ready' posters were developed to assist employees with specific stretches and exercises relevant to their job.

Secondly, to further develop and support our employee well-being framework, Crown has developed a dedicated fatigue management online training module for all employees including managers/supervisors and a communication strategy to highlight the resources, information and support available to employees.

During the year, employees were provided with access to health assessments. At both properties, an integrated health station that measures key health indicators including blood pressure, weight, heart rate, and general well-being was provided. More than 2,500 employees took the opportunity to obtain an up-to-date snapshot of their health.

Crown Perth partnered with a leading private health fund to deliver a Health & Wellness expo. The promotion included wellness assessments for staff, information on health and well-being and the provision of healthy eating kits.

From these events, Crown was provided with useful aggregated data to target future health and well-being workplace programs and initiatives.



CROWN EMPLOYEES UNDERTAKING TRAINING.

# Our People — The Crown Difference *continued*

## Occupational Health and Safety

Crown is committed to protecting the health and safety of the people who work with us, and the people who visit and use our facilities. This commitment is integral to the way we do business.

Our commitment to workplace health and safety was reiterated this year with the relaunch of the Australian Resorts' Health Safety & Well-being Policy. This policy details the commitment, framework and expected behaviours of all employees, highlighting the need to ensure the continuous improvement of workplace safety.

This year our Health Safety and Workers Compensation performance has improved. By continuing to demonstrate effective injury prevention and management practices, Crown has sustained strong performance outcomes and achieved performance targets set for both properties.

In addition, 'CrownSAFE', the training program we have developed internally to raise awareness and responsibility of workplace safety, continues to play a pivotal role in the improvement of our health and safety performance. We recognise the importance of providing a consistent approach to safety across both resorts. This ensures a common understanding and means that information, training and procedural developments can be shared, which is integral to strengthening safety practices.

In financial year 2017, lost time injuries and total recordable frequency rates have reduced by 2.7% and 15.7% respectively across both properties. Improved financial outcomes have also been achieved following strong performances in both self-insured and traditional workers compensation insurance operations.

Central to this improvement is our compliance with our agreed processes and procedures. These procedures are reviewed annually through an external third party audit of high risk activities and also regulatory compliance audits – these help ensure Crown meets its legal obligations and also our internal targets.

In May 2017, Crown launched EMMaH (Evaluation and Management Manual Handling), its new Manual Handling Program. Initially commencing in 2015, this program aims to eliminate or reduce hazardous manual handling activities in the workplace, as approximately 70% of all reported incidents and hazards normally contain some aspect of manual handling.

The Evaluation and Management Manual Handling program enables Crown to objectively analyse employees while they are going about their roles. The program provides feedback to employees based on that analysis regarding recommendations to improve body positioning, technique, training requirements or a modification as to how that task is being undertaken.

Through the consolidation of the early data from the Evaluation and Management Manual Handling program, some of the new initiatives implemented include the development of a new computer based dashboard, a mobile device application, and online training modules for both manual handling and workstation ergonomics.

Our internal work on Occupational Health and Safety complements the formal agreements Crown has in place with Trade Unions that cover these obligations. For example, in financial year 2017, Crown Melbourne entered into a new Enterprise Agreement which saw the formal introduction of a local, targeted workplace induction to ensure all new employees are made aware of how to undertake their tasks in a safe manner and, if necessary, where to seek assistance and guidance. At Crown Melbourne 75.47% of employees are covered by these formal Enterprise Agreements, while at Crown Perth 76.86% of employees are covered (75.99% of all Crown employees).

## Future Direction

Crown's continued success in health, safety and employee well-being relies on solid safety leadership, the existence of a strong safety culture supported by structured planning and consistent process development and implementation. In the coming year, Crown will build on recent success with the following:

- implementation of EMMaH through risk-based, targeted strategies;
- focus on specific injury prevention and well-being initiatives;
- investigation and introduction of technology-based solutions in health & safety, including enhanced performance reporting; and
- further strengthening of consultation and communication efforts with all key stakeholders.



### More information

Crown's Occupational Health and Safety Committee Charter is available at [crownresorts.com.au](http://crownresorts.com.au)

More information is provided at the back of this report.



CROWN MELBOURNE EMPLOYEE.

# Our People — The Crown Difference *continued*

## Industrial Relations

In order to manage regulatory requirements and ensure best-practice employment principles are adopted for all employees, Crown must manage its workplace relations efficiently.

Crown is committed to managing industrial relations through open and effective relationships with employee associations, including on-site unions, and dealing in good faith. Crown has five collective bargaining enterprise agreements which cover the majority of frontline staff and include some management level employees. All of these agreements exceed the Australian minimum standards for employment.

The new Crown Melbourne Limited Enterprise Agreement 2016 (EA) was approved and took effect on 24 January 2017. The Hospitality Sector WA United Voice Crown Perth Enterprise Agreement 2016 (CPEA) was approved and took effect from 24 October 2016.

Crown continues to monitor the effectiveness and appropriateness of its industrial relations practices and recognises this is a constantly evolving process in the face of changing business needs and landscapes.

## Employee Consultative Committees

Crown Melbourne has established formal mechanisms to manage the concerns of employees, including the Employee Consultative Committee (ECC). The ECC meets quarterly to discuss operational issues, health and safety issues under the EA, other EA matters and major changes.

Under the agreements with the trade unions, there are specific processes which need to be adhered to whenever Crown is considering changes to existing arrangements or changes are to be introduced for all, or a group of, employees.

As part of the recent negotiations with employee associations, Crown Melbourne has also established additional consultative committees, including the Annual Leave Working Party (ALWP) Committee. The ALWP Committee was established to improve employees' access to annual leave, specifically during peak periods, and to discuss matters at the departmental level. A subsidiary of the ALWP Committee is the Departmental Working Party Committee which was established to focus on addressing matters raised in specific departments in relation to leave policies. Crown also has a Work-Life Rostering Committee which focusses on improving the work-life balance of its employees.

## Crown's Contact Officer Network

Particularly important to Crown's workplace culture is the promotion of a safe and respectful workplace for all employees. It is important that issues or enquiries around bullying, harassment, and/or discrimination are dealt with confidentially, respectfully and effectively. To address this Crown has a dedicated Contact Officer Network.

This network includes approximately 50 Contact Officers who are employees across all levels of the business trained to provide staff with confidential support and information should they have a workplace concern, especially in relation to bullying, harassment or discrimination. The Contact Officers

are often the first point of contact for employees seeking advice on a particular issue who do not feel comfortable going to their Human Resources manager.

They have been trained to deliver assistance and support by way of coaching on strategies, and various information such as where to access relevant advice about rights and options, Crown's responsibilities, referrals to counselling or how to formalise a complaint.

## Other Groups or Committees

Other consultative committees and groups mentioned earlier in this report include the LGBTI Steering Committee, the Indigenous Community Advisory Committee, and the Gender Equity Advisory Groups. All of these groups provide feedback on the implementation of particular programs to management, to ensure all programs are as relevant and effective as possible.

# World-Class Customer Experience



CROWN EMPLOYEES ARE COMMITTED TO PROVIDING AN EXCEPTIONAL EXPERIENCE FOR CUSTOMERS.

# World-Class Customer Experience

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

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

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

To provide a world-class integrated resort experience, Crown recognises the need to provide fantastic service as well as luxurious facilities. To ensure that every visitor receives the world-class level of service they expect, Crown's resorts have a highly skilled workforce of approximately 15,600 on-site at Crown Melbourne and Crown Perth.

## Customer Satisfaction

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

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

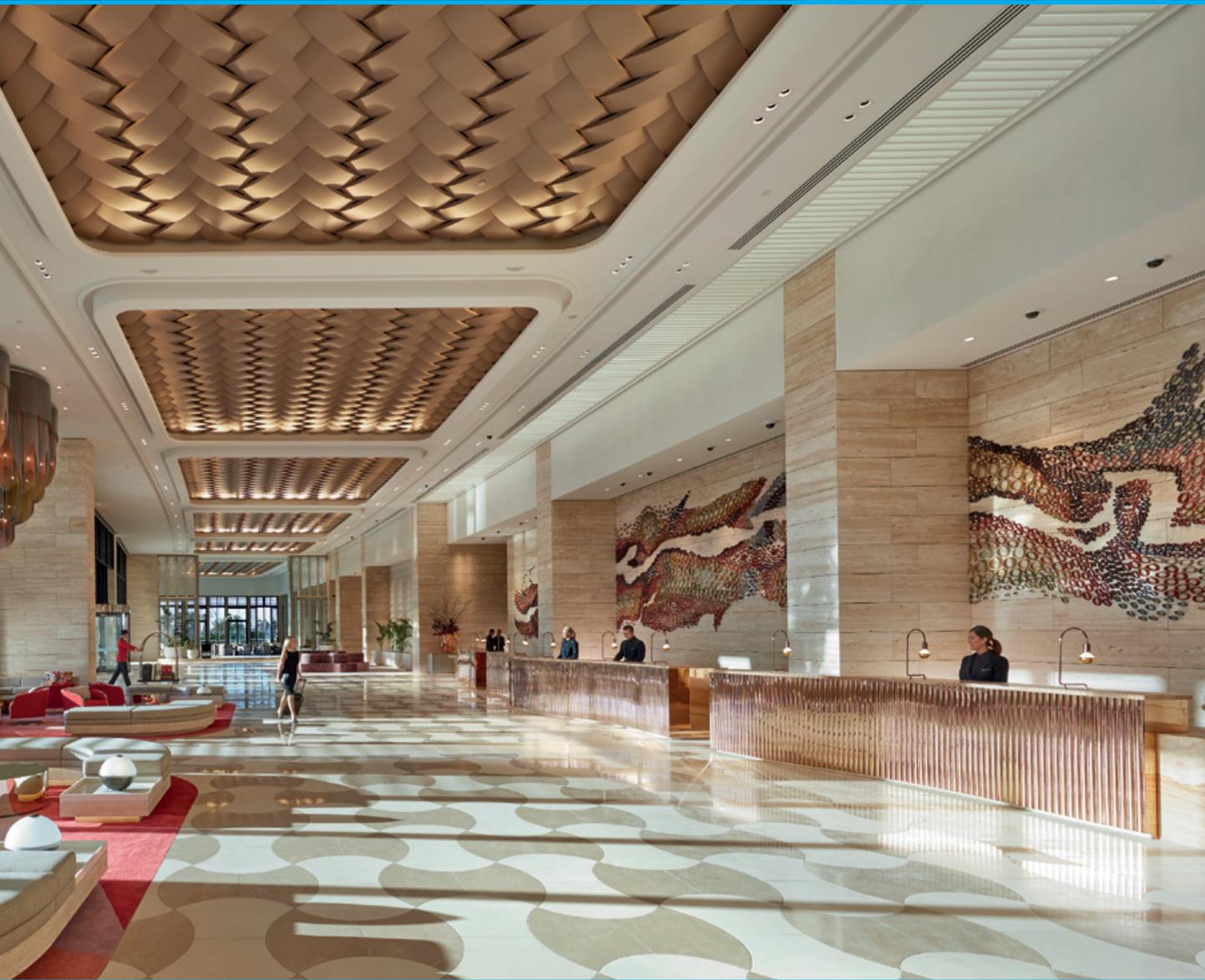
Accompanying the expectation of world-class service is an expectation of world-class facilities. From financial year 2013 until financial year 2020, Crown will have invested almost \$2 billion in upgrading and expanding its two Australian resorts, ensuring they are able to compete with the best in the world.

Crown values the opportunity to receive feedback from its customers and provides many different feedback channels. The information provided through feedback channels allows Crown to better meet the requirements and expectations of its customers.

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



CROWN TOWERS PERTH LOBBY.



## Future Direction

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

# World-Class Customer Experience *continued*

## Safety and Security

With more than 31 million visits per year and 15,600 people employed onsite, Crown aims to provide a safe and secure environment for those who come to visit and those who are employed on the properties.

The health and safety of Crown's customers is a key focus of every aspect of the business. This commitment is also covered through various pieces of legislation, regulations and codes of practice.

Crown's commitment to safety and security is supported by occupational 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 which includes an understanding of human rights, with regular on-going monitoring and refresher training. Crown's operational security employees are all licensed and registered.

The training of security employees includes:

- general patron management activities;
- identifying and managing anti-social, violent and illegal behaviour;
- performing activities related to protecting the integrity of casino operations;
- the ability to manage fire safety systems, incidents and emergencies; and
- refreshed learning through regular and on-going delivery of updated training.

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

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

Crown senior management 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 Board.



CROWN TOWERS PERTH



## Customer Privacy

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

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

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

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

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

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

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

### More information

Crown Melbourne's privacy policies and compliance guides are available at: <http://www.crownmelbourne.com.au/privacy-policy>

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

# World-Class Customer Experience *continued*

## Commitment to Responsible Gaming

Crown is proud of the broad range of customer and employee programs and services that promote awareness of responsible gaming, recognising that responsible gaming is the shared responsibility of the gaming industry, government, communities and individuals, working in partnership to achieve socially responsible outcomes.

Crown continues to adopt a pro-active and business-wide approach to responsible gaming led by the Crown Resorts Limited Responsible Gaming Board Committee, chaired by independent Director, Professor John Horvath, AO. This Board Committee is dedicated to overseeing Crown's responsible gaming initiatives and recommending policies and procedures to enhance the effectiveness of those programs.

In 2002, Crown Melbourne introduced a world first in responsible gaming initiatives by establishing the Responsible Gaming Support Centre at its resort. A similar facility, the Responsible Gambling Information Centre, was opened at the Crown Perth Resort in 2010.

Each resort's Responsible Gambling Code of Conduct/Practice is widely promoted throughout the casino gaming floor for customers and in back of house areas for employees. Information about the Code is included in all responsible gaming training.

Crown develops and maintains strong engagement with many stakeholders, as well as national and international conference attendance. This open dialogue contributes to a culture of continuous improvement of Crown's responsible gaming services and programs.

## Crown Resorts Limited Responsible Gaming Board Committee

In 2010, the Crown Resorts Limited Board established the Responsible Gaming Committee (Committee) dedicated to overseeing responsible gaming at both Australian resorts.

The Committee meets regularly to:

- monitor and review the operation and effectiveness of responsible gaming programs at each of Crown's wholly-owned businesses;
- recommend policies and procedures and consider recommendations from Management which may enhance the effectiveness of responsible gaming programs at each of Crown's wholly-owned businesses;
- promote and support continuous improvement in the responsible gaming performance of Crown and its wholly-owned business; and
- encourage and promote awareness of responsible gaming and related welfare issues at Crown.



RESPONSIBLE GAMING SUPPORT TEAM.



## Responsible Gaming Centres

Crown's Responsible Gaming Centres operate 24 hours a day, seven days a week and provide the focal point for interacting with customers who may need support.

The Centres are staffed by specially trained employees who are available to assist customers with responsible gaming information, assistance and referral to relevant government funded gambling help and other welfare services.

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

The Centres are fully funded by Crown, with all services provided on a confidential basis and free of charge. Each Centre is located close to the casino gaming floor, yet discreetly styled so as to engender privacy. A wide range of information materials and contact details for problem gambling and other support service providers is stocked at each Centre – many of which are available in languages other than English.

The Centres offer assistance, referral and information, including:

- provision of information to assist customers in managing their gaming behaviours and fostering responsible gaming;
- referrals to problem gambling and financial counselling support services, other welfare organisations, and the provision of contact with, and information about, these organisations on a strictly confidential basis;
- the availability of Responsible Gaming Psychologists (Melbourne) experienced in the field of problem gambling to assist customers and significant others;
- delivery of information regarding Self-Exclusion for customers who wish to ban themselves from the casino gaming floor and managing each resort's Self-Exclusion Program;
- assistance and information regarding the Third Party Exclusion Program (Perth);
- supply of information about pre-commitment programs and schemes (voluntary money and time limit setting) - the Crown Play Safe Limits program (available at both resorts) and the Victorian Government's state-wide pre-commitment scheme for Electronic Gaming Machines (EGMs), 'YourPlay';
- information relating to each resort's Responsible Gambling Code of Conduct/Practice (Code);
- provision of information about Player Activity Statements;
- the availability of information in selected community languages; and
- access to the Chaplaincy Support Service (Melbourne) for customers and employees.

# World-Class Customer Experience *continued*

## Pre-commitment

Crown was the first Australian gaming operator to introduce voluntary pre-commitment (money and time limit setting). The program, Play Safe Limits, was implemented for EGMs at Crown Melbourne in June 2003 and Crown Perth in 2010. In 2010, Crown implemented Play Safe Limits for Fully Automated Table Games (FATGs).

In November 2015, Crown Melbourne implemented the Victorian State Government's state-wide EGM pre-commitment scheme, YourPlay, which replaced Play Safe Limits for EGM play. The Play Safe Limits program is still available at Crown Perth for both EGM and FATG play, and at Crown Melbourne for FATG play.

The availability of Play Safe Limits and YourPlay (Melbourne) is advertised using communication channels across the casino gaming floor, for example, machine bank end advertising and brochures available at Loyalty Program desks.

Crown Melbourne has participated in and promoted both State Government YourPlay promotional days, as well as attending the YourPlay Ambassador Forum (Office of Liquor, Gaming & Racing) and has launched its own YourPlay promotional week.

## Communication

Crown employs a number of communication channels to alert customers to responsible gaming information, programs and services that are available. This includes information by way of brochures and signage throughout the casino gaming floor, Gaming Information Terminals (Perth), as well as information on each resort's dedicated responsible gaming webpage.

Both resorts have undertaken a review and update of their suite of responsible gaming brochures.

This extensive range complements the variety of information from government welfare service providers available at the Centres.

Each resort's website contains information about Crown's responsible gaming program services, as well as details about government welfare services. Responsible gaming brochures are able to be downloaded, and each resort's Code is also available via the website.

In addition to staff training and available customer information as described above, Crown regularly provides information about responsible gaming and the Centres to its employees. This includes interaction with staff at various employee briefings, as well as using multiple communication channels in back of house areas, including the use of electronic communication, brochures and employee kiosks.

Responsible Gambling Awareness Week (RGAW) is an annual event held in many states in Australia as a partnership with local government, the gaming industry and community groups. The week promotes the concept of responsible gambling at an individual, gaming industry and community level.

Crown has participated in RGAWs since inception in 2006 and hosts on-site events where customers and staff are encouraged to attend, as well as extensive advertising throughout each resort including on the casino gaming floor and in back of house areas for employees.

Crown is a member of both Victoria's and Western Australia's RGAW Steering Committee.

## Engagement

Crown has developed and maintains strong links with community, independent and government organisations. Consistently engaging with these various organisations provides opportunities for the promotion of Crown's responsible gaming programs and services, as well as professional development opportunities and valuable exchange of information.

Strong relationships have been developed with the gambling help services in each resort's state – Gambling Help WA for Crown Perth and Gambler's Help for Crown Melbourne. Additionally, a number of other community links have been developed with organisations such as Holyoake, Relationships Australia WA, Chinese Peer Connection and Study Melbourne Student Centre.

Crown is a member of the National Association for Gambling Studies (NAGS), an organisation that aims to promote discussion and research into all areas of gambling activity and has presented at several NAGS Annual Conferences. The most recent presentation was delivered at the November 2016 conference, 'Crown Melbourne Self-Exclusion Program: An update on the exploratory follow-up to Self-Exclusion from a Casino'.

Further, Crown is a member of the International Think Tank on Gambling Research, Policy and Practice, which brings together gambling researchers, officials and regulators, industry executives and service providers from around the world to share, identify and progress ways to better understand and reduce gambling-related harm.



RESPONSIBLE GAMING SUPPORT CENTRE.

In Western Australia, Crown Perth is a member of the Government's Problem Gambling Support Services Committee and the Gaming Community Trust Committee. Crown Melbourne has been represented on the Victorian Government's Responsible Gambling Ministerial Advisory Council and regularly interacts with the Victorian Responsible Gambling Foundation. Each resort regularly hosts national and international groups, including government representatives, seeking information about the variety of responsible gaming programs and services, as well as the culture of responsible gaming at Crown's resorts.

### Responsible Gaming Training

Responsible Service of Gaming Training is an essential component in the delivery of Crown's responsible gaming services and programs. Training is provided using a blended model of facilitator led and on-line modules, and refresher training is delivered at a minimum every two years for relevant staff.

Responsible gaming training commences at Induction, an employee's first day when commencing employment at Crown. At Induction, all new employees are instructed on Crown's responsible gaming practices, programs and services available via the Centres, observable signs that may be displayed by customers who may be experiencing problems with their gaming behaviours and how to respond, as well as available employee programs and services. Employees are also informed about, and provided with a copy of, the applicable resort's Code.

Information is widely available for employees on what to do should they experience problems with their own gaming behaviours. This includes the provision of an Employee Assistance Program, a free and confidential service; and Crown Melbourne has

# World-Class Customer Experience *continued*

available the Chaplaincy Support Service, a facility that is available for both employees and customers. No employee of Crown is permitted to gamble at the property where they are employed and further restrictions are in place for certain employees, who may not gamble at either resort. This is regularly communicated by the Compliance Departments.

Crown's Responsible Service of Gaming Training is delivered online at both resorts. The online Crown Melbourne training is also approved by the Victorian Commission for Gambling and Liquor Regulation (VCGLR). The training incorporates interactive delivery methods and all new employees complete this training.

New gaming staff that complete the nationally accredited Certificate III in Tourism traineeship also complete the unit (including an assessment) 'Provide Responsible Gambling Services' (SITHGAM201).

Responsible Service of Gaming training is regularly reviewed, refresher training is completed every two years by relevant employees, and this frequency of training exceeds government requirements.

## Evaluation

Regular reviews and evaluation of responsible gaming programs and services are conducted at each resort. These are conducted via:

- regular internal audits of the Responsible Gaming Framework at both properties;
- regular reviews of Responsible Service of Gaming training and the Self-Exclusion Program;
- the Crown Resorts Responsible Gaming Board Committee, reports of global initiatives and programs;
- the annual review of the Code, (Crown Melbourne submitted to the regulator); and
- the VCGLR Casino Operator and Licence Review (Crown Melbourne) (every five years, with a review currently underway).

## Future Direction

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 work in the area of responsible gaming and customer service excellence.



## More information

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

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

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

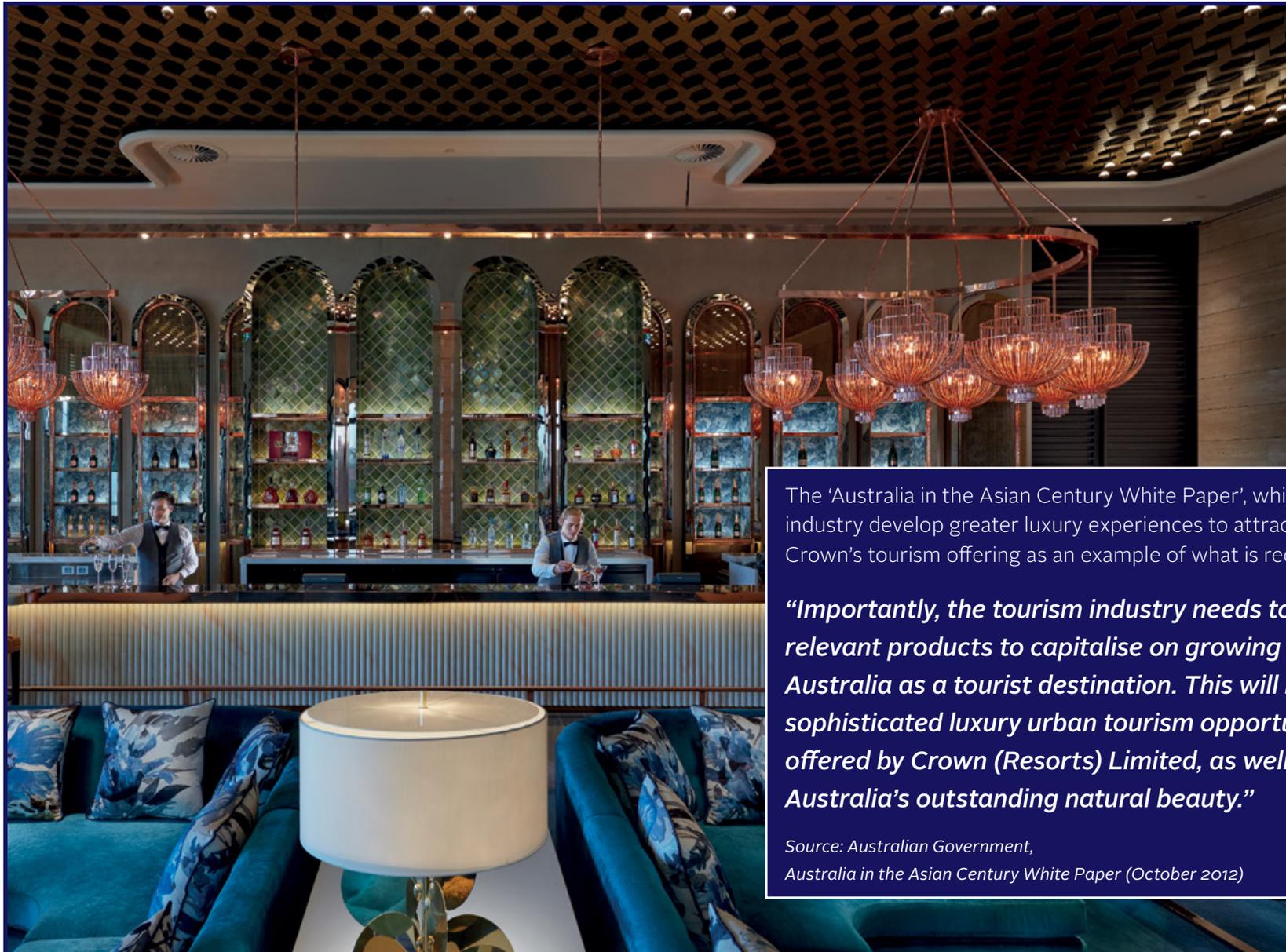
Crown Resorts Board Responsible Gaming Committee Charter: <http://www.crownresorts.com.au/CrownResorts/files/77/77e5aaff-bcbd-4c49-a027-cdb68a5158bf.pdf>

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

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

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

# The Bigger Picture



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

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

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

# The Bigger Picture

## Australia's tourism potential

Australia is consistently rated as one of the most desired tourism destinations in the world. The nation's natural beauty, safe cosmopolitan cities and friendly people have become key points of difference in an increasingly cluttered and competitive international marketplace. Crown is proud to offer world-class integrated resorts as a key element of the tourism market.

In the year ending June 2017, Australia welcomed a record 8.6 million visitors, an increase of over 8% on the previous year. Much of the record increase in visitors can be attributed to the significant growth in key visitor markets from Asia.

Asian markets, with their growing middle class, have become the key drivers of Australia's tourism industry. In financial year 2017, Australia attracted 1.2 million Chinese tourists and those Chinese tourists spent more than \$9.8 billion, an annual increase on both indicators of more than 10% on the previous year. Other markets in North Asia grew on average by 12% with Japan continuing to increase their visitor numbers by 13%.

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

## Investing to attract Asian tourism

Crown is focussed on the emerging economies of Asia and its middle class travellers and is investing in its resorts and people to meet the demands of this market trend. Its resorts in Melbourne and Perth are already leading destinations for luxury travellers from

Asia, and together with interstate and local visits, the resorts attracted more than 31 million visits in 2017 making them among the most visited tourism destinations in Australia.

Crown is investing billions in new tourism infrastructure that will attract additional middle-class and high-net-worth visitors from Asia. From financial year 2013 to financial year 2020 Crown will spend almost \$4 billion upgrading and building new assets in Australia.

The major development highlight for the year was the opening of the Crown Towers Perth hotel, which opened to the public in December 2016.

The hotel provides the Crown Perth resort with an additional 500 luxury rooms, including a number of villas located on the upper floors, each with amazing views over the Swan River and Perth skyline. Also taking advantage of these views are the private VIP gaming salons and Crystal Club lounge located on level 15 of the tower. The hotel has introduced a number of new venues including the luxurious Crown Spa, and the popular Epicurean restaurant and TWR lobby bar.

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

All Crown employees receive career development and training opportunities in their workplace through Crown College. To date, more than 7,900 apprentices and trainees have graduated from Crown College with

the necessary skills required to build a career in the growing tourism and hospitality industry.

## Partnerships to attract visitors to Australia

As one of Australia's leading tourism and events destinations, Crown works in partnership with state and national government tourism marketing bodies to promote its unique experiences throughout Asia and other parts of the world.

Crown has built key relationships with strategic ambassadors who have become international champions for Crown's Australian resorts and their world-class tourism experiences. Crown's Brand Ambassadors include leading chefs, sporting champions and celebrities who help promote Crown's resorts to established and emerging visitor markets. Domestically Crown is a supporter of a number of organisations that help the tourism industry compete internationally.

Significant tourism and hospitality organisations in which Crown plays an active role are:

- Australian Tourism Export Council;
- Australian Hotels Association;
- Australian Entertainment Industry Association;
- Restaurants and Catering Australia;
- Catering Institute of Australia;
- The Victorian Tourism Industry Council;
- Visit Victoria;
- Melbourne Convention Bureau;
- Chamber of Commerce and Industry Western Australia;
- Tourism Council of Western Australia; and
- Perth Convention Bureau.

## Crown's contribution to the Australian Economy

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

Additionally the report estimated that 26,000 jobs have been created as a result of Crown's operations through the Australian economy.

Crown continues to be one of the largest taxpayers in Australia. In financial year 2017, Crown paid more than \$600 million in taxes to all levels of Australian government.

Crown continues to be the largest single site private sector employer in both Victoria and Western Australia, with more than 15,600 people working at Crown's Australian resorts.



# The Bigger Picture *continued*

## Environmental Responsibility

This year saw a further increase in environmental action across Crown's two resorts, as we continue 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 life cycle management.

During the 2017 financial year, the footprint of Crown's Australian resorts increased significantly with the addition of Crown Towers Perth. Despite this, Crown's environmental performance improved in comparison to the 2016 financial year, achieving a reduction in greenhouse gas emissions intensity of 5.8% per area, a decrease in overall water consumption of 5.2% per area, and recycling rates remained steady with approximately 70% of Crown's waste diverted from landfill.

Crown Melbourne and Crown Perth continue to work together closely to develop and implement strategies for both properties that will reduce their impact on the environment and contribute to developing

more sustainable practices. Crown's Environment Committees have representatives from each major business unit from both properties focussing on numerous energy, water and waste management initiatives.

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

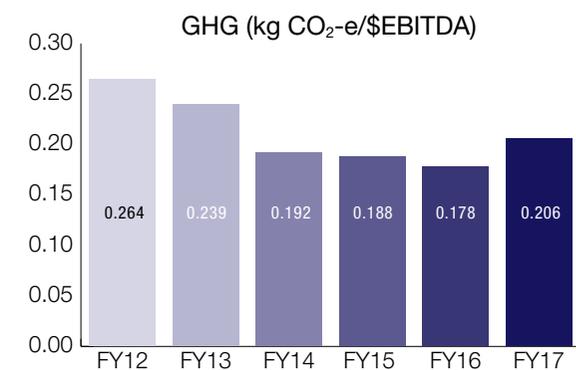
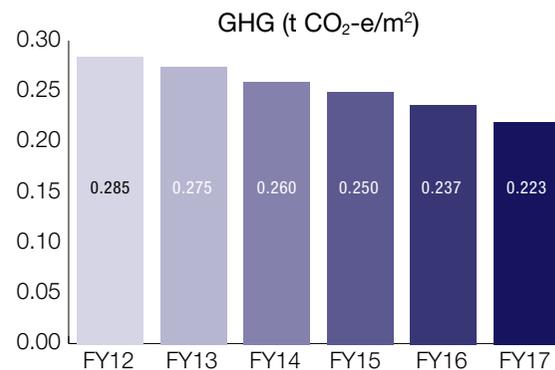
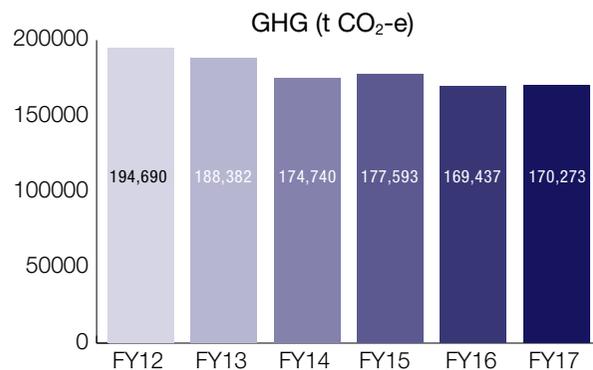
The launch of CROWNEARTH marks the mid-way point in implementing a 10-year strategic plan that has three key goals:

- To reduce Crown Melbourne's environmental footprint by focussing on three main areas: energy efficiency, water conservation, and life-cycle management;

- To be a leader in sustainable business practices in the hospitality, tourism and entertainment industry; and
- To make environmentally-sensitive decisions and actions part of everyday business.

Crown's sustainability efforts were recognised in 2016, winning the Large Business category in the prestigious Premier's Sustainability Awards for its CROWNEARTH program. CROWNEARTH was also a finalist in the Melbourne Awards.

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



efforts at both properties with the introduction of monthly CROWNEARTH Green Star awards recognising those who are proactive and promote sustainable behaviours.



This year Crown Melbourne was excited to launch its industry-first Eco-Chef Program, established by Executive Sous Chef Bas Van Uyen and implemented across Crown's food and beverage outlets. Our aim for the program is to deliver quantifiable savings that

reduce Crown's environmental impact and encourage proactive, sustainable behaviour by our employees. We are particularly proud of this employee-led program as it supports Crown's environmental sustainability targets around energy, water and life-cycle management.



BAS VAN UYEN - ECO CHEF CHAMPION

## Environmental Management

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

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

## Operations

Both Crown Melbourne and Crown Perth have adopted an Environmental Management System (EMS) in line with ISO14001 guidelines. The EMS provides a framework for monitoring and managing Crown's environmental impact. The two properties have well-established Environmental Committees with representatives from each business unit to assist in monitoring and managing environmental performance and identifying improvement initiatives.

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

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

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

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

## Monitoring, Reporting and Verification

At both resorts, Crown has invested in a comprehensive monitoring and reporting system which provides live data for measuring electricity, natural gas and water consumption throughout both properties. This enables resource-saving initiatives to be identified and their improvements tracked as they are implemented. Providing customised time-of-use data to each of the business units is critical to enabling a process of continuous improvement for environmental performance into the future.

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

# The Bigger Picture *continued*

During financial year 2017, Crown reported under the National Greenhouse and Energy Reporting Act 2007 (NGER), an Australian Government environment reporting mechanism.

In FY17, Crown participated in the Carbon Disclosure Project (CDP) for the eighth year running and volunteered for this to be made publicly available. The CDP is run by an independent not-for-profit organisation which holds the largest database of corporate climate change information in the world (refer to [www.cdproject.net](http://www.cdproject.net)).

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

## Partnerships



As well as the internal programs, Crown proudly participated in a number of externally organised programs, including the global Earth Hour, and Clean-up Australia Day. To help reduce the environmental impact of product packaging, Crown Melbourne renewed its commitment as a signatory to the Australian Packaging Covenant. The covenant is a voluntary initiative by government and industry to reduce the effects of packaging on the environment. Crown Melbourne is also a signatory to Sustainability Victoria's Take Two Program, the City of Melbourne's 1200 Building Program and the Energy Users Association of Australia.



CROWN SPA POOL – THE ENERGY USED TO HEAT CROWN'S POOLS AT BOTH PROPERTIES WAS OFFSET IN FY17 BY THE PURCHASE OF CARBON CREDITS.

## Energy and Emissions

Crown consistently monitors and reports on its energy consumption and GHG emissions across both properties to identify areas for improvement. In FY17, the increased floor area, as well as energy reduction measures implemented, assisted Crown to achieve a reduction in GHG emissions intensity of 5.8% per area compared to financial year 2016. Achieving this outcome has been challenging because Crown's businesses run 24 hours a day, 7 days a week, involving large numbers of people, both employees and visitors, and are focussed on providing a seamless luxury customer experience.

Maintaining energy reductions in facilities with more than 75,000 building control points and 1,300 meters is a significant challenge. Data analytics provide us with the assurance that savings will be achieved on an ongoing basis, avoiding the 'fix & forget' in a typical retrofit approach. Crown anticipates that this will result in a further 5% to 7% in energy savings.

Crown Perth continues to implement resource-saving projects that reduce its impact on the environment. Crown Perth continued its largest energy upgrade

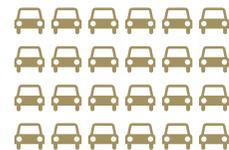
project to date with the building automation system (BAS) upgrade and upgraded several areas with the latest LED and light sensor technology. The upgrade has incorporated the latest in energy efficiency equipment and controls technology to minimise energy consumption from heating, cooling and ventilation systems.

## Transport

Crown owns and operates a number of vehicles in Melbourne and Perth, and owns jets that are used to transport customers to and from the properties. Crown also reports on the environmental impact of the domestic and international commercial airline and taxi travel undertaken by Crown's employees. This information is included in the Performance Data section of this report.

In FY17, Crown achieved CO<sub>2</sub> abatement of more than **5,500** tonnes, equivalent to:

removing **1,350** cars from the streets<sup>1</sup>



powering more than **450** homes



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

## Water Conservation

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

Crown consistently monitors and reports on its water consumption across both properties to identify areas for improvement. Overall Crown's water consumption decreased by 5.2% per area compared to 2016.

Since 2010, Crown Melbourne has invested in a number of water efficiency projects, resulting in significant water consumption savings. This year, the property continued operating its water-recycling system, generating 1.4 million litres of recycled water used for toilet flushing. Together with Crown's rainwater harvesting systems, they have the potential to save 6 million litres of drinking water every year. Crown has also upgraded more than 500 shower heads, 400 taps and 140 toilets.

Crown Perth continues its strong focus on water conservation through its ongoing installation of water efficient taps and showerheads. The installation of water-flow meters for all major areas allows the active monitoring of water use and identification of further water saving opportunities.



Overall Crown's water consumption decreased by **5.2%** per area compared to 2016



Over the past eight years, Crown Melbourne's energy efficiency upgrade project has reduced emissions intensity by **24.9%** per area and 31% per \$EBITDA compared to financial year 2011

# The Bigger Picture *continued*

## Life Cycle Management

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

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

## Material Consumption

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

Crown is currently a member of the Australian Packaging Covenant (APC), which assists in working with suppliers to better manage the impacts of the packaging used in Crown's operations.



In FY17,  
**c.70%**  
waste diverted away  
from landfill

## Waste Management

Crown receives monthly reports detailing the quantity of waste for each waste stream identified, which are then incorporated into Crown's financial reporting systems, reviewed by senior management on a monthly basis and reported to the Executive on an annual basis. Crown's recycling systems expanded again at both properties during financial year 2017 and the overall recycling rate remained steady, with approximately 70% of waste generated diverted from landfill.

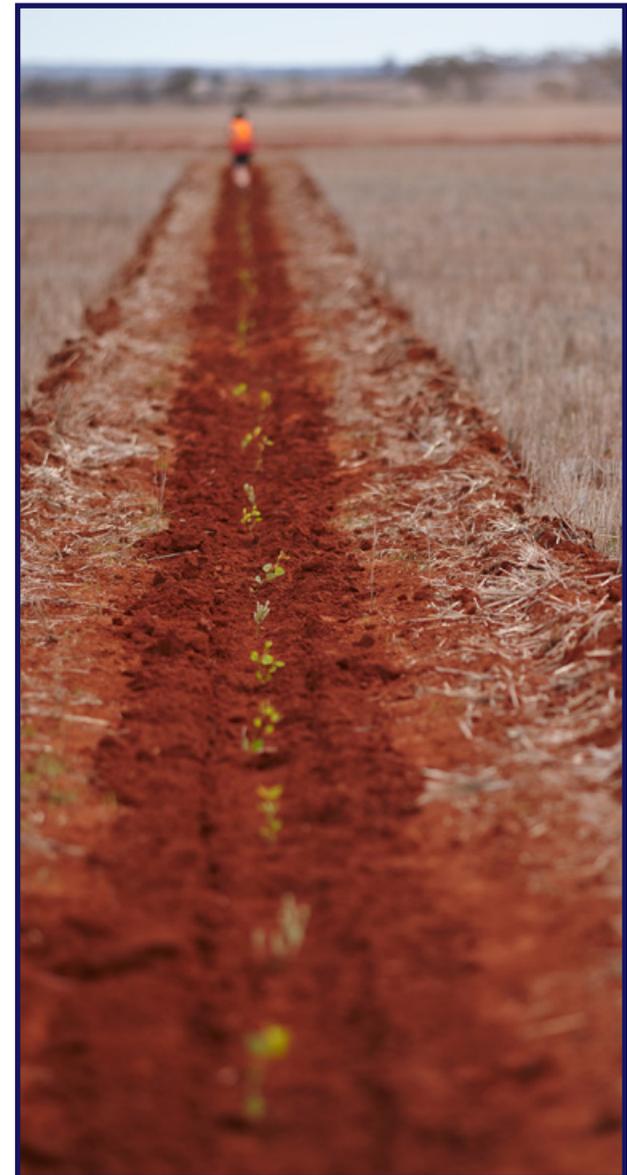
Crown Melbourne currently recycles more than 20 different recycling streams including soft plastic, green waste, polystyrene, e-waste, food, metal, fluorescent tubes, batteries, oil, mobile phones, metal, wood, gaming cards, garments and cigarette waste.

Crown Perth's complex-wide recycling program, which includes a food waste recycling program, allows waste to be diverted from landfill by approximately 4,800 tonnes and a reduction in carbon dioxide emissions by approximately 2,300 tonnes each year.

Crown is currently exploring opportunities to expand its existing electronic waste and soft plastic landfill diversion schemes.

## Helping Customers Protect the Environment

Crown is committed to making meaningful contributions toward reducing its environmental impact by pursuing sustainable practices in all of Crown's operations.



SEEDLINGS PLANTED IN AUGUST, YARRA YARRA BIODIVERSITY CORRIDOR



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

Crown is pursuing this goal by helping customers

and employees to understand the need to improve energy efficiency and water conservation, and more effectively manage the life cycle of materials and assets.

Crown continues to invest in a large number of sustainability initiatives to reduce its carbon emissions. Crown continued to offer its Carbon Offset program for guests in our hotels and events facilities. The program, a first in the hospitality and entertainment industry, was recertified in 2017 under the Australian Government's National Carbon Offset Standard (NCOS) across both Melbourne and

Perth properties. When a guest voluntarily offsets their hotel stay, function, or conference event, Crown offsets their emissions by purchasing carbon credits in the Yarra Yarra Biodiversity Corridor native reforestation project.

Crown also voluntarily offsets emissions from the energy required to heat Crown Resorts pools as well as Melbourne's iconic gas brigades. These carbon credits are generated from projects that have been certified as Gold Standard under the Voluntary Carbon Standard and approved through the Australian Government's National Carbon Offset Standard.

Crown has expanded the carbon offset scheme and customer education systems to Crown Perth.

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



#### More information

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

### Future Direction

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

- recording materials used by weight or volume and percentage of recycled content;
- increasing the percentage of materials used that are recycled input materials; and
- working with suppliers to reduce the environmental impact of products and services.



#### More information

The CSR Board Committee charter: <http://www.crownresorts.com.au/corporate-governance/charters>



PERTH CLEAN UP AUSTRALIA DAY

# The Bigger Picture *continued*

The Risk Management Committee charter: <http://www.crownresorts.com.au/corporate-governance/charters>

Crown's Environment Policy: <http://www.crownresorts.com.au/corporate-governance/policies>

National Greenhouse and Energy Reporting: <http://www.cleanenergyregulator.gov.au/National-Greenhouse-and-Energy-Reporting/published-information/greenhouseand-energy-information/Pages/default.aspx>

Performance Data at the back of this report.

## Supply Chain Management

Crown's Australian resorts buy in excess of \$800 million of goods and services from suppliers each year. While Crown aims to take advantage of economies of scale, how items are procured is important. We believe that leveraging our purchasing power for good will deliver better results for Crown in the long term. Whilst delivering value for Crown, we are also helping many of our 4,800 small and large business suppliers grow by identifying new business opportunities and innovative ways to become more efficient. In turn, we benefit when those suppliers invest to assist us in improving our efficiency.

Crown, through its procurement activities, places significant importance on driving local and/or indigenous supplier relationships. We also engage in important dialogue on other issues impacting Sustainable Supply Chain Management (SSCM). We recognise this gives us an opportunity to share our ideals and values with our suppliers.

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

## Case Study: SoapAID

In 2014, Crown joined an Australian first initiative in recycling unused soap from our hotel rooms through the SoapAID program. Crown is proud to have expanded its support of this program through its participation at Crown Perth. After collection the soap is processed and redistributed to communities that lack adequate sanitation. To date, Crown has provided over 5000kg of soap to the charity, contributing to SoapAID's total of 470,000+ (100gm) bars of soap being recycled and 47 tonnes of waste soap diverted from entering landfill. For more information please visit [www.soapaid.org](http://www.soapaid.org)



## SSCM Framework

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

- cost savings;
- reputation management;
- new innovation;
- employee engagement; and
- environmental and social benefits.

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

## Sustainable Supply Chain Strategy

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

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

Crown had a third party, Ernst & Young, review it's SSCM process against the best practice ISO 20400 Sustainable Procurement. We continue to implement their recommendations.

## Ethics in Procurement

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

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

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

## Supply Chain Risk and Sustainability

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

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

The careful selection of business partners and suppliers against a comprehensive list of environmental and social criteria means we can better understand and influence our buying and supply decisions in a positive way, as well as drive compliance against standards that are important to Crown.

The Procurement Risk Framework is tailored to the procurement process and has helped Crown to become more familiar with, and considerate of, the impacts our buying decisions have on environmental and social issues. As well as exploring what could go wrong with the procurement of goods and services, the process also helps identify opportunities to positively impact the communities in which we operate.

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

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

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

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

# The Bigger Picture *continued*

- bi-annual supplier forums;
- Crown's supply chain events calendar;
- on-line training webinars;
- procurement and supply Australasia workshops; and
- supplier relationship management process.

## Local Contracts for Local Suppliers

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

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

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

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

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

## Sustainability Reporting

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

- greenhouse Gas emissions;
- waste reduction;
- health and safety;
- human rights;
- environmental impacts; and
- Indigenous partnerships.

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

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

# Responsible and Ethical Behaviour



CROWN PERTH.

# 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 Principles and Recommendations.

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

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

A performance evaluation of the Board and its Committees is undertaken annually, following completion of each financial year, by way of a questionnaire sent to each Director. Should the evaluation process raise performance issues in relation to the governance of economic,

environmental and social areas, the Nomination and Remuneration Committee will take appropriate action.

## Regulatory Oversight

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

- certainty of operations;
- public confidence; and
- systems to protect the return on investment.

In further support of Crown's commitment to responsible and ethical behaviour, Crown maintains a robust anti-money laundering and counter terrorism financing framework across its properties and works closely with regulatory and law enforcement agencies in this regard.

## Ethics and Integrity

As a publicly listed company in one of the most highly regulated industries in the world, Crown and its two Australian properties have well-developed probity and compliance processes in place which are undertaken

by senior management and overseen by the Crown Board and its Committees. Crown is subject to the continuous disclosure and regular reporting regimes mandated by the Corporations Act and by the ASX, as well as being subject to the rigorous gaming compliance and probity requirements of the State-based gaming regulation in a number of jurisdictions.

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

- practices required by employees to maintain confidence in Crown's integrity;
- legal obligations of employees and the reasonable expectations of their stakeholders; and
- responsibility and accountability of individuals for reporting and investigating reports of unethical practices.

There are separate codes of conduct for employees at Crown Melbourne and Crown Perth.



### More information

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

Crown's Corporate Governance Statement is included in the 2017 Annual Report:  
<http://www.crownresorts.com.au/investors-media/annual-reports>

## 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.

Crown's Anti-bribery and Corruption Policy prohibits Crown, its employees and associates from engaging in any form of bribery and requires compliance with applicable anti-bribery and corruption laws.

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.

Employees are required to avoid placing themselves in situations of a potential conflict of interest. Crown's induction training includes content regarding unacceptable behaviours.

Crown's policies on anti-bribery and corruption are readily accessible to all employees. In addition, property-wide employee alerts are published and circulated periodically to Crown's Australian employees. These employee communications summarise the content of Crown's anti-corruption policies and procedures.

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



CROWN TOWERS PERTH.

# Responsible and Ethical Behaviour *continued*

Employees are able to seek advice on ethical and legal issues from the Legal Department of the relevant Crown business in which the employee operates. Where appropriate, external advice may be sought on an as-needs basis.

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

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



## More information

Crown's Anti-bribery and Corruption Policy: <http://www.crownresorts.com.au/corporate-governance/policies>

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

## Conflicts of Interest

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

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

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

Employees are required to inform their immediate supervisor or manager or the Company Secretary of any possible or potential conflict of interest for the purpose of eliminating or minimising them immediately. The onus is on all employees to disclose such information and non-disclosure is regarded as a serious breach of policy.

Related party disclosures are included in Crown's Annual Report. The Annual Report also includes information about Crown's major shareholder and identifies its top 20 shareholders.



## More information

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

## Risk Management

Risk management is an integral part of the industry in which Crown operates. Crown has established policies for the oversight and management of material business risks and has adopted a formal Risk Management Policy. The policy sets out procedures which are designed to identify, assess, monitor and manage risk at each of Crown's controlled businesses and requires that the results of those procedures are reported to the Crown Board. Risks include economic, environmental and social issues.

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

Management has devised and implemented risk management systems appropriate to the business.

A formal Risk Management Plan has been developed using the model outlined in AS/ NZS ISO 31000:2009 Risk Management – Principles and Guidelines. The plan identifies specific Head Office risks in light of major risks identified at an operational level and provides the framework for the reporting and monitoring of material risks across the Crown group.

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

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

## External Audit

Crown and its controlled businesses are subject to an annual external audit, 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 including:

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

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

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

## Internal Audit

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

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

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

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

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

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

## Responsible and Ethical Behaviour *continued*

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

### More information

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

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

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

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



CRYSTAL CLUB AT CROWN TOWERS MELBOURNE.

# Our Reporting and Our Stakeholders



CROWN COLLEGE

# Our Reporting and Our Stakeholders

This is Crown's fourth Corporate Social Responsibility Report. This report builds upon the previous three and relates to Crown's two Australian properties, Crown Melbourne and Crown Perth, for financial year 2017. This reporting period applies to the material issues outlined in the following tables as well. Crown intends to report on an annual basis.

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

To prepare the structure of this GRI G4 report, Crown initially engaged with its stakeholders (internal and, to a limited extent, external) to define and determine what issues were most important to report and to help us define where each issue was relevant to Crown. Crown also reviewed the CSR policies and practices of peer organisations in Australia and internationally to gain a wider view of the sustainability issues for the tourism and entertainment sector.

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

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

Material Issue	Issue Description	External Impact
Employment	Crown's role as a major employer in the VIC and WA economies	State and federal governments, potential employees
Tax contribution	Amount of tax paid	Local governments where Crown operates, Federal, VIC and WA Governments
Flow-on benefits, including supply chain	Multiplier effect of Crown's operations including boosting local businesses and local suppliers	Crown's suppliers and businesses operating within and close to its properties
Tourism – especially from Asia	Crown's role in boosting tourism, especially from Asia, both in its own right and in partnership with others	Crown's partners including tourism industry bodies, governments and government agencies, businesses in the economies in which Crown operates
Hospitality sector development	Crown's role in developing the hospitality sector through training of employees and by setting standards in service quality and delivery	Suppliers and other hospitality sector businesses within Australia
Entertainment and tourism	Crown's role as a provider of entertainment and tourism services for individuals and communities. Crown's role in the social fabric in its places of operation.	Customers
Urban regeneration	Crown's role in revitalising urban areas where its operations are located	State and local governments, tourism businesses, agencies and landowners in areas adjacent to Crown's operations

Material Issue	Issue Description	External Impact
Responsible gambling and responsible service of alcohol	Supporting customers to enhance their Crown experience	Crown customers, community and government organisations involved in preventing and treating problem gambling, and alcohol issues.
Community giving	The Crown Resorts Foundation and other philanthropic programs/ activities run by Crown and their role in addressing community needs	Crown community partners, and recipients of community donations.
Ethics and governance	Strong governance processes and an uncompromising ethical approach to business	Financial markets, business regulators
Anti-corruption	Anti-corruption policies and practices which underpin Crown's activities	Financial markets, business regulators, law enforcement agencies
Diversity	Crown's performance in promoting gender, cultural and linguistic, Indigenous and disability diversity	Potential employees and suppliers
Occupational health and safety	Occupational health and safety performance and practice	Potential employees, workplace safety agencies, contractors working on-site and customers
Employee retention	The challenges of retention of good employees in an industry noted for high levels of turnover	-
Employee learning and development	Crown's investment in learning and development and its role in promoting careers for its employees	Potential employees, training organisations, relevant government departments

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

Table 1: Crown's material issues 2017



**More information**

For information about the Global Reporting Initiative go to [www.globalreporting.org](http://www.globalreporting.org)

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

# Our Reporting and Our Stakeholders *continued*

## How Crown Engages with Stakeholders

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

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

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

Crown also values its engagement with external stakeholders. This includes a commitment to the broader community, specifically through improving environmental efficiencies, fostering community goodwill through involvement in philanthropic programs and employee community engagement, and addressing and managing all environment, social and governance risks.

The primary stakeholders with whom Crown engages are:

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

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

## Effective Stakeholder Engagement

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

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

## Stakeholder Identified Areas of Interest

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

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

Stakeholder Group	Engagement Activity	Areas of Interest
Employees	<ul style="list-style-type: none"> <li>■ Intranet</li> <li>■ Employee feedback groups</li> <li>■ Confidential alert lines</li> <li>■ Internal social media</li> <li>■ On-site Union information desks</li> <li>■ Employee Surveys</li> <li>■ Meetings and briefings</li> <li>■ Formal consultation</li> </ul>	<ul style="list-style-type: none"> <li>■ Diversity (gender, cultural and linguistic, Indigenous and disability)</li> <li>■ Employee pride and engagement</li> <li>■ Personal development (learning and career opportunities)</li> <li>■ Ethics and business conduct</li> <li>■ Well-being, work-life balance</li> <li>■ Unions</li> <li>■ Environmental Sustainability</li> </ul>
Regulators (State and Federal)	<ul style="list-style-type: none"> <li>■ Meetings</li> <li>■ Licence reviews</li> <li>■ Focus groups</li> <li>■ Participation in consultation process</li> <li>■ Open dialogue</li> </ul>	<ul style="list-style-type: none"> <li>■ Governance, Ethics and Business Conduct</li> <li>■ Responsible Service of Gaming</li> <li>■ Responsible Service of Alcohol</li> <li>■ Safety and security</li> <li>■ Anti-corruption</li> <li>■ Listing Rules</li> </ul>
Government	<ul style="list-style-type: none"> <li>■ Meetings and briefings</li> <li>■ Participation in consultation process</li> <li>■ Open dialogue</li> </ul>	<ul style="list-style-type: none"> <li>■ Tourism development</li> <li>■ Hospitality sector development</li> <li>■ Economic impact</li> <li>■ Urban revitalisation</li> <li>■ Environmental sustainability</li> </ul>
Business partners, unions and suppliers	<ul style="list-style-type: none"> <li>■ Regular meetings and briefings</li> <li>■ Supplier forums</li> <li>■ Ongoing relationship management</li> <li>■ Tendering requirements</li> <li>■ Contractual arrangements</li> </ul>	<ul style="list-style-type: none"> <li>■ Sustainable supply chain</li> <li>■ Suppliers and multiplier businesses</li> <li>■ Ethical conduct</li> <li>■ Health and safety</li> <li>■ Employment diversity</li> </ul>

Stakeholder Group	Engagement Activity	Areas of Interest
Media	<ul style="list-style-type: none"> <li>■ Meetings and briefings</li> <li>■ ASX announcements and media releases</li> </ul>	<ul style="list-style-type: none"> <li>■ Ethical conduct</li> <li>■ Positive economic return</li> <li>■ Community investment</li> <li>■ Industry regulation</li> <li>■ Tourism development</li> </ul>
Shareholders	<ul style="list-style-type: none"> <li>■ Annual General Meeting</li> <li>■ Annual Report</li> <li>■ Investor presentations</li> <li>■ Analyst briefings</li> </ul>	<ul style="list-style-type: none"> <li>■ Business performance</li> <li>■ Transparency and disclosure</li> <li>■ Governance</li> <li>■ Ethical conduct</li> <li>■ Risk management</li> </ul>
Local community organisations and environmental organisations	<ul style="list-style-type: none"> <li>■ Meetings</li> <li>■ Employee volunteering opportunities</li> <li>■ Partnership opportunities</li> </ul>	<ul style="list-style-type: none"> <li>■ Strategic partnerships</li> <li>■ Strategic donations and sponsorships</li> <li>■ Environmental protection and resource efficiency</li> <li>■ Employment opportunities for those marginalised in society</li> </ul>

Table 2: Stakeholder Identified Areas of Interest



## Performance Data



## Performance Data *continued*

### Employee Demographics

Crown Resorts employees are included as Crown Melbourne employees across all tables and figures (unless specified otherwise).

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 2017.

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

Property	Contractors & Tenancy	Permanent Employees	Total
Crown Melbourne	2,362	7,370	9,732
Crown Perth	1,481	4,465	5,946
<b>Grand Total</b>	<b>3,843</b>	<b>11,835</b>	<b>15,678</b>

#### Employees by Employment Contract

Emp Status	Casual	Full-Time	Part-Time	Total
Crown Melbourne	1,253	3,566	2,551	7,370
Crown Perth	1,074	1,792	1,599	4,465
<b>Total</b>	<b>2,327</b>	<b>5,358</b>	<b>4,150</b>	<b>11,835</b>

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

Age	Casual	Full-Time	Part-Time	Total
<18	-	-	-	-
18 - 24	22	9	22	53
25 - 34	8	21	17	46
35 - 44	-	4	2	6
45 - 54	-	2	1	3
55 +	-	1	-	1
<b>Total</b>	<b>30</b>	<b>37</b>	<b>42</b>	<b>109</b>

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

Gender	Casual	Full-Time	Part-Time	Total
Female	19	14	17	50
Male	11	23	25	59
<b>Total</b>	<b>30</b>	<b>37</b>	<b>42</b>	<b>109</b>

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

Age	Casual	Full-Time	Part-Time	Total
<18	-	-	-	-
18 - 24	12	3	16	31
25 - 34	12	6	7	25
35 - 44	1	7	8	16
45 - 54	2	2	4	8
55 +	-	1	1	2
<b>Total</b>	<b>27</b>	<b>19</b>	<b>36</b>	<b>82</b>

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

Gender	Casual	Full-Time	Part-Time	Total
Female	18	6	19	43
Male	9	13	17	39
<b>Total</b>	<b>27</b>	<b>19</b>	<b>36</b>	<b>82</b>

#### Indigenous Employment Effectiveness

Property	Permanent Employees	Indigenous	Percentage
Crown Melbourne	7,370	109	1.48%
Crown Perth	4,465	82	1.84%
<b>Total</b>	<b>11,835</b>	<b>191</b>	<b>1.61%</b>

### Indigenous Employee Retention

Property	Retention Rate
Crown Melbourne	72.67%
Crown Perth	67.30%
<b>Total</b>	<b>69.99%</b>

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

Age	Casual	Full-Time	Part-Time	Total
<18	-	-	-	-
18 - 24	14	3	11	28
25 - 34	9	6	12	27
35 - 44	6	3	1	10
45 - 54	3	1	5	9
55 +	-	1	1	2
<b>Total</b>	<b>32</b>	<b>14</b>	<b>30</b>	<b>76</b>

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

Gender	Casual	Full-Time	Part-Time	Total
Female	6	8	7	21
Male	26	6	23	55
<b>Total</b>	<b>32</b>	<b>14</b>	<b>30</b>	<b>76</b>

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

Age	Casual	Full-Time	Part-Time	Total
<18	-	-	-	-
18 - 24	4	5	13	22
25 - 34	6	9	9	24
35 - 44	3	7	3	13
45 - 54	1	5	4	10
55 +	1	6	4	11
<b>Total</b>	<b>15</b>	<b>32</b>	<b>33</b>	<b>80</b>

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

Gender	Casual	Full-Time	Part-Time	Total
Female	8	12	8	28
Male	7	20	25	52
<b>Total</b>	<b>15</b>	<b>32</b>	<b>33</b>	<b>80</b>

### Disability (CROWNability) Employment Effectiveness

Property	Permanent Employees	CROWNability	Percentage
Crown Melbourne	7,370	76	1.03%
Crown Perth	4,465	80	1.79%
<b>Total</b>	<b>11,835</b>	<b>156</b>	<b>1.32%</b>

## Performance Data *continued*

### Disability (CROWNability) Employee Retention

Property	Retention Rate
Crown Melbourne	85.85%
Crown Perth	67.92%
<b>Total</b>	<b>76.10%</b>

### Employees by Gender

Company	Female	Male	Total
Crown Melbourne	2,924	4,446	7,370
Crown Perth	2,039	2,426	4,465
<b>Total</b>	<b>4,963</b>	<b>6,872</b>	<b>11,835</b>

### Employees by Employment Type & Gender

Company	Employment Type	Female	Male
Crown Melbourne	Casual	560	693
	Full-Time	1,272	2,294
	Part-Time	1,092	1,459
<b>Crown Melbourne Total</b>		<b>2,924</b>	<b>4,446</b>
Crown Perth	Casual	574	500
	Full-Time	668	1,124
	Part-Time	797	802
<b>Crown Perth Total</b>		<b>2,039</b>	<b>2,426</b>
<b>Total</b>		<b>4,963</b>	<b>6,872</b>

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

Crown Career Level	<18	18 - 24	25 - 34	35 - 44	45 - 54	55 +	Total
<b>Manager</b>	-	4	201	296	181	71	<b>753</b>
KMP	-	-	-	2	8	-	10
Other executives/ general managers	-	-	1	16	25	6	48
Senior managers	-	-	12	53	28	5	98
Other managers	-	4	188	223	120	60	595
Professionals	-	-	-	2	-	-	2
<b>Non-Manager</b>	-	<b>1,501</b>	<b>2,466</b>	<b>1,386</b>	<b>887</b>	<b>377</b>	<b>6,617</b>
Clerical and administrative	-	23	55	43	14	6	141
Community and personal service	-	1,341	1,811	927	522	234	4,835
Labourers	-	25	68	49	37	25	204
Machinery operators and drivers	-	-	-	-	-	1	1
Professionals	-	15	134	62	29	4	244
Sales	-	19	41	9	4	1	74
Technicians and trade	-	8	47	45	64	36	200
Other	-	70	310	251	217	70	918
<b>Total</b>	-	<b>1,505</b>	<b>2,667</b>	<b>1,682</b>	<b>1,068</b>	<b>448</b>	<b>7,370</b>

\* Categorisation as per the Workplace Gender Equity Agency (WGEA) classification.

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

Crown Career Level	<18	18 - 24	25 - 34	35 - 44	45 - 54	55 +	Total
<b>Manager</b>	-	1	69	72	59	36	237
CEO	-	-	-	-	1	-	1
KMP	-	-	-	-	3	-	3
Other executives/ general managers	-	-	-	4	2	1	7
Senior managers	-	-	2	9	17	4	32
Other managers	-	1	67	59	36	31	194
<b>Non-Manager</b>	1	855	1,533	790	603	446	4,228
Clerical and administrative	-	7	40	13	10	9	79
Community and personal service	-	780	1,313	658	501	375	3,627
Labourers	-	-	-	-	-	-	-
Machinery operators and drivers	-	2	7	4	11	6	30
Professionals	-	10	71	42	21	9	153
Sales	-	-	9	6	-	-	15
Technicians and trade	-	25	71	54	58	46	254
Other	1	31	22	13	2	1	70
<b>Total</b>	1	856	1,602	862	662	482	4,465

\* Categorisation as per the Workplace Gender Equity Agency (WGEA) classification.

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

	Crown Career Level	Female	Male	Total
Crown Melbourne	<b>Manager</b>	271	482	753
	KMP	1	9	10
	Other executives/general managers	10	38	48
	Senior managers	31	67	98
	Other managers	227	368	595
	Professionals	2	-	2
	<b>Non-Manager</b>	2,653	3,964	6,617
	Clerical and administrative	92	49	141
	Community and personal service	1,918	2,917	4,835
	Labourers	35	169	204
	Machinery operators and drivers	-	1	1
	Professionals	139	105	244
	Sales	54	20	74
	Technicians and trade	47	153	200
	Other	368	550	918
	<b>Crown Melbourne Total</b>	2,924	4,446	7,370
	Crown Perth	<b>Manager</b>	71	166
CEO		-	1	1
KMP		-	3	3
Other executives/general managers		2	5	7
Senior managers		10	22	32
Other managers		59	135	194
<b>Non-Manager</b>		1,968	2,260	4,228
Clerical and administrative		67	12	79
Community and personal service		1,673	1,954	3,627
Labourers		-	-	-
Machinery operators and drivers		3	27	30
Professionals		88	65	153
Sales		15	-	15
Technicians and trade		82	172	254
Other		40	30	70
<b>Crown Perth Total</b>		2,039	2,426	4,465

# Performance Data *continued*

## Crown - Typical Positions within Crown Career Levels\*

CEO	KMP	Other executives/ general managers	Senior managers	Other managers	Professionals	Clerical and administrative	Community and personal service	Labourers	Machinery operators and drivers	Sales	Technicians and trade	Other
CEO - Australian Resorts	Chief Operating Officer	GM Investor & Govt Relations	Casino Manager - TG	Assistant Casino Manager - TG	Cage Supervisor	Mahogany Room Receptionist	Dealer	Env Services Attd	Storeperson	Reservations Agent	Surveillance Operator	Area Manager - TG
	Executive VP - Strat & Develop	Grp GM Evnts Sponsorship & Ent	Executive Sous Chef	Chef de Cuisine	Payroll Officer	Receptionist	Food & Beverage Attendant	Warehousing Employee	Team Leader (Storeperson)	Sales Coordinator	Laundry Attendant	Security & Services Officer
	COO-Food, Bev & Entertainment	GM VIP Business Dev & Serv	Food & Beverage Manager	Assistant Restaurant Manager	Executive Host Int Bus Ops	Administration Assistant	Waitperson	Warehouse Section Coordinator	Banquets Store Person	Event Sales Executive	Technical Operator, Stage, Gp2	Cage Cashier
	Chief Legal Officer - Aus Resorts	EGM - Crown Hotels Melbourne	Casino Manager	Restaurant Manager	Recruitment Coordinator	Workforce Planner	Cook	Warehouse Employee	Chauffeur	Sales Manager	Dresser	VIP Service Executive
	Chief Financial Officer - Aus Resorts	COO - Gaming Aspinalls	Human Resources Manager	Table Games Manager	IT Operations Officer	Workforce Planner - TG Daily	Bar Attendant	Env Services Supervisor		Sales Executive	Prop Services Off - Day	Apprentice Chef
	EVP - Group Mktg & Brand Strat	EGM Food & Beverage	Finance Manager	Gaming Machines Area Manager	Mahogany Exec Host (Domestic)	Administration Assist	Commis Chef	Warehouse Supervisor		Business Dev Exec - Telesales	Prop Services Off - Rotating	Cage Area Manager
	Chief Marketing Officer	GM Risk & Assurance	VP International Business Ops	Chef de Partie	Service Agent	Revenue Auditor	Inspector			Sales Manager Events and Confe	Maintenance Person, Shift	Env Services Attd
	Group Chief Info Officer	EGM Hotels	Group Category Manager	Service Manager	Accounts Officer, Income Ctrl	Personal Assistant	Kitchen Steward			Sales Manager - E&C	Technical Operator, Group 2	Adult Apprentice
	General Counsel	Group GM - L&D	Strategy & Business Dev Mngr	Security Services Manager	Responsible Gambling Advisor	Training Coordinator	Security Officer			Sales & Mrkt Executive - Syd	Prop Services Off - DAS	Executive Assistant
	Senior Lgl Counsel & Comp Sec	EGM Human Resources	Human Resources Manager - TG	Systems Analyst	Operations Officer	Workforce Planner - F&B	Chef de Partie			Senior Sales Coordinator	Technician	VIP Services Coordinator
	CFO & CEO Digital											
	COO - Hotels, Retails and F&B											

\* Categorisation as per the Workplace Gender Equity Agency (WGEA) classification

## Variations in Labour

Month	Crown Melbourne	Crown Perth	Total
Jul-16	7,612	4,431	<b>12,043</b>
Aug-16	7,651	4,452	<b>12,103</b>
Sep-16	7,679	4,463	<b>12,142</b>
Oct-16	7,699	4,668	<b>12,367</b>
Nov-16	7,718	4,890	<b>12,608</b>
Dec-16	7,680	4,989	<b>12,669</b>
Jan-17	7,679	4,941	<b>12,620</b>
Feb-17	7,616	4,879	<b>12,495</b>
Mar-17	7,521	4,718	<b>12,239</b>
Apr-17	7,433	4,627	<b>12,060</b>
May-17	7,413	4,506	<b>11,919</b>
Jun-17	7,370	4,465	<b>11,835</b>
<b>FY17 Average</b>	<b>7,589</b>	<b>4,669</b>	<b>12,258</b>

## G4-11 - Employees by Collective Bargaining Agreements

### Crown Melbourne - Collective Bargaining Agreements

Company	EA Type	Total
Crown Melbourne	Crown Enterprise Agreement 2016	5,130
	Table Games & Cage Area Managers EA 2015	342
	Property Services & Technicians EA 2015	90
	Non - EA	1,808
<b>Crown Melbourne Total</b>		<b>7,370</b>

## Crown Perth - Collective Bargaining Agreements

Company	EA Type	Grand Total
Crown Perth	Hospitality Sector WA United Voice Crown Perth Enterprise Agreement 2016	3,379
	Crown Perth CFMEU CEPU Property Services Enterprise Agreement 2014	53
	Non - EA	1,033
<b>Crown Perth Total</b>		<b>4,465</b>

## G4-54 - Total Remuneration Comparison

### Total Remuneration Comparison

Total Employees	Median Value	Highest Paid	Ratio
11,835	\$58,608	\$2,258,375	0.0260

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

## Performance Data *continued*

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

#### Crown - New Hires

Month	Crown Melbourne	Crown Perth	Total
Jul-16	163	54	217
Aug-16	184	93	277
Sep-16	157	89	246
Oct-16	130	269	399
Nov-16	131	301	432
Dec-16	109	192	301
Jan-17	129	44	173
Feb-17	77	9	86
Mar-17	136	12	148
Apr-17	67	25	92
May-17	117	59	176
Jun-17	66	23	89
<b>Total</b>	<b>1,466</b>	<b>1,170</b>	<b>2,636</b>

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

### Crown Melbourne - New Hires by Gender

Month	Female	Male	Total
Jul-16	59	104	163
Aug-16	69	115	184
Sep-16	69	88	157
Oct-16	52	78	130
Nov-16	66	65	131
Dec-16	55	54	109
Jan-17	55	74	129
Feb-17	30	47	77
Mar-17	65	71	136
Apr-17	29	38	67
May-17	49	68	117
Jun-17	33	33	66
<b>Total</b>	<b>631</b>	<b>835</b>	<b>1,466</b>

### Crown Perth - New Hires by Gender

Month	Female	Male	Total
Jul-16	27	27	54
Aug-16	40	53	93
Sep-16	48	41	89
Oct-16	122	147	269
Nov-16	148	153	301
Dec-16	88	104	192
Jan-17	14	30	44
Feb-17	1	8	9
Mar-17	9	3	12
Apr-17	11	14	25
May-17	34	25	59
Jun-17	14	9	23
<b>Total</b>	<b>556</b>	<b>614</b>	<b>1,170</b>

### Crown Melbourne - New Hires by Age

Month	Under 18	18 - 24	25 - 34	35 - 44	45 - 54	55+	Total
Jul-16	-	89	50	15	7	2	163
Aug-16	-	103	52	14	12	3	184
Sep-16	-	80	56	13	7	1	157
Oct-16	-	62	49	16	2	1	130
Nov-16	-	67	48	13	3	-	131
Dec-16	-	50	42	13	2	2	109
Jan-17	-	63	42	18	5	1	129
Feb-17	-	39	23	14	1	-	77
Mar-17	-	72	46	10	6	2	136
Apr-17	-	21	33	9	4	-	67
May-17	-	51	45	17	4	-	117
Jun-17	-	32	20	8	5	1	66
<b>Total</b>	<b>-</b>	<b>729</b>	<b>506</b>	<b>160</b>	<b>58</b>	<b>13</b>	<b>1,466</b>

### Crown Perth - New Hires by Age

Month	Under 18	18 - 24	25 - 34	35 - 44	45 - 54	55+	Total
Jul-16	-	29	17	5	3	-	54
Aug-16	-	44	36	9	3	1	93
Sep-16	1	44	30	10	2	2	89
Oct-16	4	101	97	32	24	11	269
Nov-16	1	134	127	28	7	4	301
Dec-16	2	101	64	13	9	3	192
Jan-17	-	21	17	5	1	-	44
Feb-17	-	-	4	2	1	2	9
Mar-17	-	4	4	3	1	-	12
Apr-17	-	12	7	3	3	-	25
May-17	-	33	16	4	6	-	59
Jun-17	-	5	10	3	4	1	23
<b>Total</b>	<b>8</b>	<b>528</b>	<b>429</b>	<b>117</b>	<b>64</b>	<b>24</b>	<b>1,170</b>

## Performance Data *continued*

### G4-LA1 - Crown - Turnover

Month	Crown Melbourne Term Count	Crown Melbourne Turnover Rate	Crown Perth Term Count	Crown Perth Turnover Rate	Total Termination Count	Total Turnover Rate
Jul-16	133	1.35%	74	1.24%	207	1.31%
Aug-16	136	2.62%	72	2.21%	208	2.48%
Sep-16	126	3.94%	75	3.23%	201	3.69%
Oct-16	103	5.15%	60	4.10%	163	4.78%
Nov-16	101	6.20%	74	5.30%	175	5.88%
Dec-16	144	7.53%	90	6.52%	234	7.17%
Jan-17	126	8.93%	91	7.99%	217	5.59%
Feb-17	135	10.16%	70	9.30%	205	9.85%
Mar-17	223	13.00%	172	12.69%	395	12.89%
Apr-17	153	14.84%	116	14.94%	269	14.88%
May-17	137	16.36%	178	17.81%	315	16.88%
Jun-17	106	17.51%	64	19.07%	170	18.07%
<b>Total</b>	<b>1,623</b>	<b>17.51%</b>	<b>1,136</b>	<b>19.07%</b>	<b>2,759</b>	<b>18.07%</b>

Data excludes 'did not start' terminations, deaths and termination of multi-hires.  
Turnover rates for Crown Melbourne, Crown Perth and Total are shown on a cumulative basis.

### Crown Melbourne - Terminations by Gender

Month	Female	Male	Total
Jul-16	55	78	133
Aug-16	68	68	136
Sep-16	57	69	126
Oct-16	39	64	103
Nov-16	41	60	101
Dec-16	61	83	144
Jan-17	51	75	126
Feb-17	62	73	135
Mar-17	101	122	223
Apr-17	75	78	153
May-17	60	77	137
Jun-17	48	58	106
<b>Total</b>	<b>718</b>	<b>905</b>	<b>1,623</b>

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

### Crown Melbourne - Terminations by Age

Month	Under 18	18 - 24	25 - 34	35 - 44	45 - 54	55+	Total
Jul-16	-	39	56	25	7	6	133
Aug-16	-	49	55	17	10	5	136
Sep-16	-	43	46	27	4	6	126
Oct-16	-	36	40	15	9	3	103
Nov-16	-	54	27	16	2	2	101
Dec-16	-	62	55	18	7	2	144
Jan-17	-	60	48	12	5	1	126
Feb-17	-	45	58	23	2	7	135
Mar-17	-	59	80	41	22	21	223
Apr-17	-	42	59	30	14	8	153
May-17	-	48	54	21	8	6	137
Jun-17	-	42	34	20	7	3	106
<b>Total</b>	<b>-</b>	<b>579</b>	<b>612</b>	<b>265</b>	<b>97</b>	<b>70</b>	<b>1,623</b>

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

### Crown Perth - Terminations by Gender

Month	Female	Male	Total
Jul-16	35	39	74
Aug-16	30	42	72
Sep-16	37	38	75
Oct-16	32	28	60
Nov-16	35	39	74
Dec-16	38	52	90
Jan-17	37	54	91
Feb-17	29	41	70
Mar-17	81	91	172
Apr-17	46	70	116
May-17	86	92	178
Jun-17	32	32	64
<b>Total</b>	<b>518</b>	<b>618</b>	<b>1,136</b>

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

### Crown Perth - Terminations by Age

Month	Under 18	18 - 24	25 - 34	35 - 44	45 - 54	55+	Total
Jul-16	-	23	30	12	2	7	74
Aug-16	-	30	33	6	1	2	72
Sep-16	-	36	28	4	6	1	75
Oct-16	-	15	32	4	5	4	60
Nov-16	1	25	32	9	4	3	74
Dec-16	1	40	34	8	4	3	90
Jan-17	-	38	31	14	5	3	91
Feb-17	-	17	38	9	3	3	70
Mar-17	-	32	61	27	21	31	172
Apr-17	-	21	47	21	17	10	116
May-17	-	56	78	32	11	1	178
Jun-17	-	20	30	9	1	4	64
<b>Total</b>	<b>2</b>	<b>353</b>	<b>474</b>	<b>155</b>	<b>80</b>	<b>72</b>	<b>1,136</b>

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

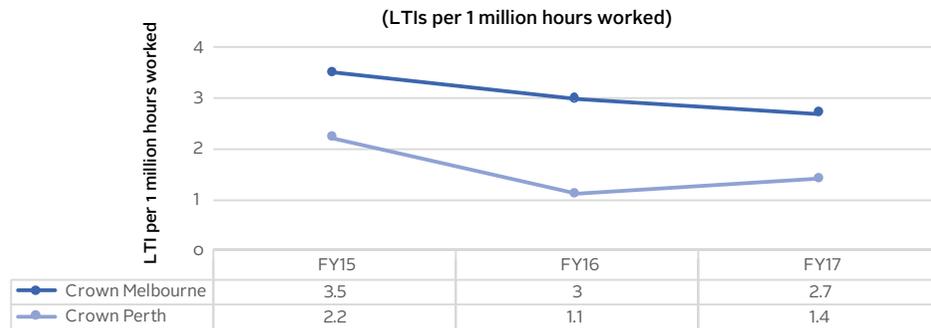
# Performance Data *continued*

## G4-LA2 - Benefits Provided to Full-time Employees

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

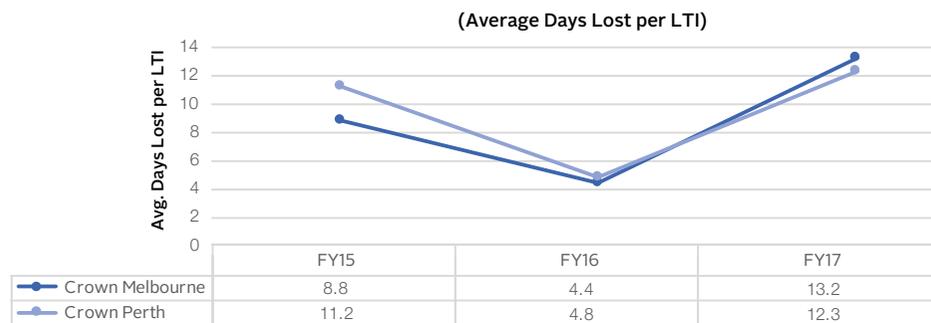
## GA-LA6 - Occupational Health and Safety

### Lost Time Injury Frequency Rate



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

### Lost Time Duration Rate

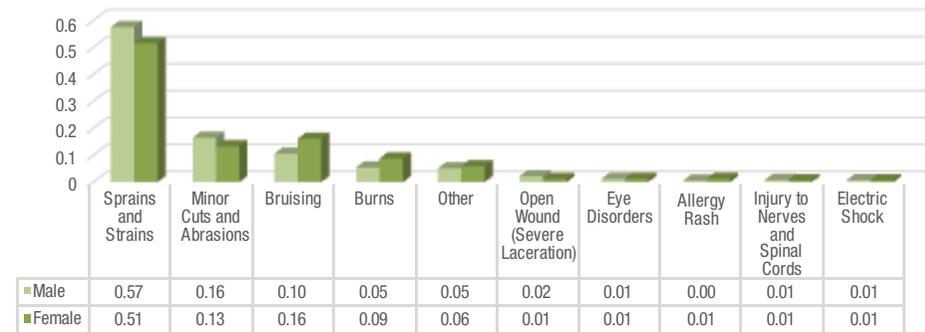


The average number of days lost per LTI received

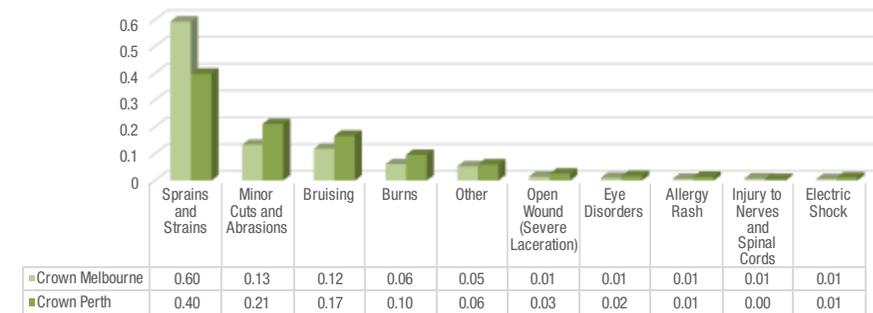
## Lost Time Injuries by Gender

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

### Injury Type Rate by Gender - FY15-FY17



### Injury Type Rate by Reason - FY15-FY17



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

There were no employees with high incidence or high risk of diseases related to their employment at the Crown Melbourne or Crown Perth resorts.

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

At Crown Melbourne, 2.76% of employees participate in OH&S committees while 1.21% do so in Crown Perth translating to 2.17% overall for Crown. They represent 100% of permanent and non-permanent employees on formal joint management-worker health and safety committees.

### G4-LA9 - Average Hours of Training per year per Employee

Property	Hours	Number of Employees	Avg Training Hours Per Employee
Crown Melbourne	240,566	8,325	28.90
Crown Perth	132,113	4,568	28.92
<b>Total</b>	<b>372,679</b>	<b>12,893</b>	<b>28.91</b>

### G4-LA11 - Performance and Career Development Reviews

#### Crown Melbourne - Performance and Career Development Reviews

Career Level	Performance Management System - EA Employees	CR PEP Level 1 - Team Member	CR PEP Level 2 - Specialist - Supervisor - Team Leader	CR PEP Level 3 - Senior Specialist - Manager	CR PEP Level 4 - Senior Manager - BOT Member	CR PEP Level 5 - Executive
Executive						X
Senior Manager					X	
Assistant Manager / Manager				X		
Supervisor / Senior Team Member			X			
Team Member	X	X				
<b>Total</b>	<b>5,562</b>	<b>431</b>	<b>639</b>	<b>564</b>	<b>154</b>	<b>20</b>

## Performance Data *continued*

### Crown Perth - Performance and Career Development Reviews

Career Level	Performance Management System - EA Employees	CR PEP Level 1 - Team Member	CR PEP Level 2 - Specialist - Supervisor - Team Leader	CR PEP Level 3 - Senior Specialist - Manager	CR PEP Level 4 - Senior Manager - BOT Member	CR PEP Level 5 - Executive
Executive						X
Senior Manager					X	
Assistant Manager / Manager				X		
Supervisor / Senior Team Member			X			
Team Member	X	X				
<b>Total</b>	<b>3,432</b>	<b>378</b>	<b>430</b>	<b>177</b>	<b>42</b>	<b>6</b>

### G4-LA12 - Composition of Governance Bodies

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

Executive Group	Female	Male	Total
<18	-	-	-
18 - 24	-	-	-
25 - 34	-	-	-
35 - 44	1	3	4
45 - 54	1	11	12
55 +	-	4	4
<b>Total</b>	<b>2</b>	<b>18</b>	<b>20</b>

### Composition of Governance Bodies - by Minority Groups

Executive Group	Female	Male	Total
Indigenous	-	-	-
Non Indigenous	2	18	20
<b>Total</b>	<b>2</b>	<b>18</b>	<b>20</b>

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

#### Ratio of Basic Salary & Remuneration

Average Fixed Pay	Casual	Full-Time	Part-Time	Average
Female	\$51,116	\$73,505	\$57,201	\$62,020
Male	\$49,687	\$81,850	\$54,922	\$67,524
<b>Total</b>	<b>\$50,426</b>	<b>\$78,623</b>	<b>\$56,027</b>	<b>\$65,060</b>
Ratio (Female to Male)	1.03	0.90	1.04	0.92

### G4-HR7 Human Rights Training of Security Personnel

Security personnel at the Crown Melbourne and Crown Perth resorts receive formal training in the relevant human rights policies and procedures and their application to security.

## Environmental Sustainability

Unless stated otherwise, the following environmental data is presented as at 30 June 2017. In some instances, data relating to the period ending 30 June 2016 (FY16) has been updated to reflect the latest verified data.

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

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

### G4-EN3 and EN4 Energy Consumption\*

Total Energy (GJ)	Crown Melbourne	Crown Perth	Jets	Total
FY12	896,522	254,720	17,857	1,169,099
FY13	903,776	280,793	18,635	1,203,204
FY14	827,506	271,806	15,689	1,115,001
FY15	682,770	261,835	17,113	961,718
FY16	673,803	250,872	22,210	946,885
FY17	696,349	323,265	21,802	1,041,416
<b>% CHANGE</b>	<b>3.3</b>	<b>28.9</b>	<b>-1.8</b>	<b>10.0</b>

Electricity (kWh)	Crown Melbourne	Crown Perth	Total
FY12	99,756,067	49,718,889	149,474,956
FY13	89,924,678	54,201,279	144,125,957
FY14	85,115,562	53,084,844	138,200,406
FY15	97,702,516	50,411,807	148,114,323
FY16	95,293,124	47,838,011	143,131,135
FY17	93,083,486	56,376,376	149,459,862
<b>% CHANGE</b>	<b>-2.3</b>	<b>17.8</b>	<b>4.4</b>

Natural Gas (GJ)	Crown Melbourne	Crown Perth	Total
FY12	518,642	71,543	590,185
FY13	559,945	80,399	640,344
FY14	504,252	78,390	582,642
FY15	312,948	77,033	389,981
FY16	335,255	76,715	411,970
FY17	338,970	118,039	457,009
<b>% CHANGE</b>	<b>1.1</b>	<b>53.9</b>	<b>5.6</b>

Fuel (GJ)	Crown Melbourne**	Crown Perth**	Jets	Total
FY12	910	4,189	17,848	22,947
FY13	1,259	5,270	18,635	25,164
FY14	1,144	2,304	15,689	19,137
FY15	980	3,028	17,113	21,121
FY16	827	1,940	22,210	24,977
FY17	919	2,271	21,802	24,992
<b>% CHANGE</b>	<b>11.1</b>	<b>17.1</b>	<b>-1.8</b>	<b>0.1</b>

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

\*\*Fuel use above includes Diesel, LPG and Gasoline.

## Performance Data *continued*

### G4-EN5 Energy Intensity

The energy intensity metrics used are m<sup>2</sup> of gross floor area and \$EBITDA.

Total Energy Intensity (GJ/m <sup>2</sup> )	Crown Melbourne	Crown Perth	Total (including jets)
FY12	1.71	1.62	1.71
FY13	1.72	1.74	1.76
FY14	1.58	1.84	1.66
FY15	1.30	1.41	1.35
FY16	1.27	1.35	1.32
FY17	1.33	1.37	1.37
<b>% CHANGE</b>	<b>4.0</b>	<b>1.3</b>	<b>3.2</b>

FY17 m<sup>2</sup> has increased due to the completion of significant expansion projects in FY17, including the addition of Crown Towers Perth.

Total Energy Intensity (MJ/\$EBITDA)	Crown Melbourne	Crown Perth	Total (including jets)
FY12	1.76	1.13	1.59
FY13	1.65	1.17	1.53
FY14	1.40	0.86	1.23
FY15	1.06	0.87	1.02
FY16	1.02	0.88	1.00
FY17	1.22	1.26	1.26
<b>% CHANGE</b>	<b>20.2</b>	<b>43.1</b>	<b>26.1</b>

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

Scope 1 Emissions (tCO <sub>2</sub> -e)	Crown Melbourne	Crown Perth	Jets	Total
FY12	28,690	4,278	1,242	34,210
FY13	30,844	4,833	1,250	36,927
FY14	28,170	4,526	1,052	33,748
FY15	18,339	4,504	1,148	23,991
FY16	19,542	4,352	1,505	25,399
FY17	18,439	6,067	1,460	25,966
<b>% CHANGE</b>	<b>-5.6</b>	<b>39.4</b>	<b>-3.0</b>	<b>2.2</b>

Scope 2 Emissions (tCO <sub>2</sub> -e)	Crown Melbourne	Crown Perth	Total
FY12	120,705	39,775	160,480
FY13	107,010	44,445	151,455
FY14	99,585	41,406	140,991
FY15	115,289	38,313	153,602
FY16	107,681	36,357	144,038
FY17	101,461	42,846	144,307
<b>% CHANGE</b>	<b>-5.8</b>	<b>17.8</b>	<b>0.2</b>

Greenhouse Gas emissions are calculated using factors stipulated under the National Greenhouse and Energy Reporting (NGER) Act 2007 for electricity, gas and fuel. Only aviation fuel associated with domestic jet travel has been included. Refrigerant emissions have been included based on leakage factors as stipulated by the NGER Act.

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

Total Emissions (tCO <sub>2</sub> -e)	Crown Melbourne	Crown Perth	Jets	Total
FY12	149,395	44,053	1,242	194,690
FY13	137,854	49,278	1,250	188,382
FY14	127,756	45,932	1,052	174,740
FY15	133,628	42,817	1,148	177,593
FY16	127,223	40,709	1,505	169,437
FY17	119,900	48,913	1,460	170,273
<b>% CHANGE</b>	<b>-5.8</b>	<b>20.2</b>	<b>-3.0</b>	<b>0.5</b>

Greenhouse Gas emissions are calculated using factors stipulated under the National Greenhouse and Energy Reporting (NGER) Act 2007 for electricity, gas and fuel. Only aviation fuel associated with domestic jet travel has been included. Refrigerant emissions have been included based on leakage factors as stipulated by the NGER Act.

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

### G4-EN17 Indirect Emissions (Scope 3)

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

### G4-EN18 Emissions Intensity

The emissions intensity metrics used are m<sup>2</sup> of gross floor area and \$EBITDA.

Total Emissions Intensity (tCO <sub>2</sub> -e / m <sup>2</sup> )	Crown Melbourne	Crown Perth	Total (including jets)
FY12	0.284	0.280	0.285
FY13	0.263	0.305	0.275
FY14	0.244	0.312	0.260
FY15	0.255	0.230	0.250
FY16	0.241	0.219	0.237
FY17	0.228	0.207	0.223
<b>% CHANGE</b>	<b>-5.2</b>	<b>-5.6</b>	<b>-5.8</b>

Total Emissions Intensity (kgCO <sub>2</sub> -e / \$EBITDA)	Crown Melbourne	Crown Perth	Total (including jets)
FY12	0.293	0.195	0.264
FY13	0.252	0.205	0.239
FY14	0.215	0.145	0.192
FY15	0.207	0.142	0.188
FY16	0.192	0.142	0.178
FY17	0.210	0.190	0.206
<b>% CHANGE</b>	<b>32.5</b>	<b>33.4</b>	<b>15.2</b>

## Performance Data *continued*

### G4-EN8 Total Water Withdrawal by Source

Total Water Consumption			
(kL)	Crown Melbourne	Crown Perth	Total
FY12	704,552	337,681	1,042,233
FY13	786,857	361,042	1,147,899
FY14	743,101	360,612	1,103,713
FY15	729,162	368,081	1,097,243
FY16	748,631	339,540	1,088,171
FY17	722,374	395,916	1,118,290
<b>% CHANGE</b>	<b>-2.7</b>	<b>16.6</b>	<b>2.8</b>

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

### G4-EN9 Water Sources Significantly Affected by Withdrawal of Water

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

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

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

### G4-EN22 Total Water Discharge by Quality and Destination<sup>1</sup>

F17 Water Discharge			
(kL)	Crown Melbourne	Crown Perth	Total
Sewer	658,074	307,594	965,668
Trade Waste (Cooling Towers)	4,838.5	N/A	4,838.5
Un-scheduled Discharges <sup>2</sup>	None	None	None

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

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

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

Waste Category	Crown Melbourne (tonnes)	Crown Perth (tonnes)	Total (tonnes)	Percentage of Total Waste
<b>Waste Streams sent to Landfill</b>				
General Waste	3,900	1,587	5,488	32.5%
<b>Waste Streams Recycled</b>				
Commingled	1,148	1,290	2,438	14.4%
Grease Trap Waste	1,420	1,163	2,583	15.3%
Cardboard	851	349	1,200	7.1%
Organics	2,390	1,707	4,097	24.2%
Gaming Cards	389	124	513	3.0%
Oil Waste	219	97	316	1.9%
Paper - Secure Document Destruction	36	10	46	0.3%
Secure Paper	25	-	25	0.1%
Paper	17	-	17	0.1%
Soft and Hard Plastics	18	3	21	0.1%
Polystyrene	12	-	12	0.1%
Timber Recycling	39	12	50	0.3%
Metal Recycling	13	21	34	0.2%
E-Waste	38	-	38	0.2%
Cigarettes	1	-	1	0.0%
Fluorescent Tubes and Lamps	1	-	1	0.0%
Uniforms	49	4	53	0.3%
Green Waste	-	12	12	0.1%
Hotel Soap	2	1	3	0.0%
<b>Total Waste Recycled</b>	<b>6,666</b>	<b>4,793</b>	<b>11,459</b>	<b>67.5%</b>

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

## Total Waste by Weight

Total Waste Generation	Landfill	Recycled	Total	% Recycled
FY12	10,234	9,426	19,659	47.9
FY13	10,776	6,117	16,893	36.2
FY14	9,932	7,085	17,016	41.6
FY15	5,139	11,619	16,758	69.3
FY16	4,839	12,201	17,040	71.6
FY17	5,488	11,459	16,946	67.5
<b>% CHANGE</b>	<b>13.4</b>	<b>-6.1</b>	<b>-0.6</b>	<b>-5.6</b>

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

## Performance Data *continued*

### G4-EN30 Transport

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

#### Transport Emissions by Fuel Type

Fuel Type	Crown Melbourne (GJ)	Crown Perth (GJ)	Jets (GJ)	Total (GJ)	Total (t CO2-e)
Gasoline	329	185	N/A	514	36
Diesel	285	2,068	N/A	2,353	166
Liquefied Petroleum Gas	306	18	N/A	324	20
Aviation Fuel	N/A	N/A	21,802*	21,802	1,460
<b>Total</b>	<b>920</b>	<b>2,271</b>	<b>21,802</b>	<b>24,993</b>	<b>1,682</b>

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

#### Transport Emissions by End Use

End Use	FY15	FY16	FY17	% Change
Customer Air Travel	1,148	1,505	1,460	-3.0%
Employee Air Travel	19,297	20,346	25,971	27.6%
Employee Taxi Travel	112	112	116	3.2%
Gasoline – Vehicles	60	40	36	-10.4%
Diesel	179	124	166	34%
LPG	30	28	20	-30.3%
<b>Total</b>	<b>20,826</b>	<b>22,154</b>	<b>27,768</b>	<b>25.3%</b>

\* Energy associated with jets only includes aviation fuel purchased associated with domestic flights. Greenhouse Gas emissions are calculated using factors stipulated under the National Greenhouse and Energy Reporting (NGER) Act 2007 for electricity, gas and fuel. Only aviation fuel associated with domestic jet travel has been included. All Greenhouse Gases presented have been converted to carbon dioxide equivalent emissions as per the NGER Act reporting methodologies.

## Responsible & Ethical Behaviour

### G4-S03 Anti-Corruption Assessment

A corruption risk assessment has been performed for Crown Melbourne and Crown Perth and this was used as the basis for the development of Crown's Anti-Bribery and Corruption Policy, for more information see [www.crownresorts.com.au/corporate-governance/policies](http://www.crownresorts.com.au/corporate-governance/policies).

### G4-S04 Communication and Training on Anti-Corruption Policies and Procedures

Crown Melbourne and Crown Perth senior managers are made aware, and periodically reminded, of the Crown Anti Bribery and Corruption Policy. Employees are trained in integrity-related policies and procedures, and made aware of the Anti Bribery and Corruption Policy through its inclusion within Company Policies located on each resort's intranet.

### G4-S05 Confirmed Incidents of Corruption and Actions Taken

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

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

Crown Resorts Ltd Group Summary: Year ended 30 June 2017

Party	Contribution	GST	Total
ALP	90,241	1,618	91,859
Liberal	99,717	5,205	104,922
National	12,967	223	13,189
<b>TOTAL</b>	<b>202,925</b>	<b>7,046</b>	<b>209,971</b>

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

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

## G4-PR8 Customer Privacy

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



# GRI Content Index



# GRI Content Index

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G4-29	Date of most recent previous report	74
G4-30	Reporting cycle	74
G4-31	Contact point for questions regarding the report	inside back cover
G4-32	GRI Content Index	102-109
G4-33	External assurance	N/A
<b>GOVERNANCE</b>		
G4-34	Governance structure of the organisation	68, Annual Report
G4-35	Delegation of authority	68, Annual Report
G4-36	Executive-level responsibility	68, Annual Report
G4-37	Stakeholder consultation	76-78
G4-38	Composition of governance body	Annual Report
G4-39	Chair of governance body	68
G4-40	Governance body selection process	Annual Report
G4-41	Conflicts of interest management	70
G4-42	Governance body roles	Annual Report
G4-43	Governance body development	68
G4-44	Governance body evaluation	68-72
G4-45	CSR management	1, 68, 74-77
G4-46	Risk management	68-72
G4-47	Reviews	68-72
G4-48	Report approval	Not Reported

Aspect / Disclosure	Disclosure Description	Report & Page Ref
G4-49	Communication process	68-72, inside back cover
G4-50	Critical concerns	Not Reported
G4-51	Remuneration policies	Annual Report
G4-52	Process for determining remuneration	Annual Report
G4-53	Stakeholder consultation in regards to remuneration	Annual Report
G4-54	Ratio of compensation	85
<b>ETHICS AND INTEGRITY</b>		
G4-56	Values, principles, standards and norms of behaviour	67-72

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## General Specific Disclosures

Aspect / Disclosure	Disclosure Description	Report & Page Ref	Identified Omission	Reason and Explanation for Omission	External Assurance
<b>ASPECT: ECONOMIC PERFORMANCE</b>					
G4-DMA	Generic disclosures on management approach	1, Annual Report			
<b>ASPECT: INDIRECT ECONOMIC IMPACTS</b>					
G4-DMA	Generic disclosures on management approach	56-57, Annual Report			
G4-EC8	Significant indirect economic impacts, including the extent of impacts	56-57			
<b>ASPECT: PROCUREMENT PRACTICES</b>					
G4-DMA	Generic disclosures on management approach	64-66			
F4-EC9	Proportion of spending on local suppliers at significant locations of operation	66			
<b>ASPECT: MATERIALS</b>					
G4-DMA	Generic disclosures on management approach	62			
G4-EN1	Materials used by weight or volume	Not Reported	Total weight or volume of non-renewable and renewable materials used.	The information is currently unavailable. Efforts will be made to include in future reports.	
G4-EN2	Percentage of materials used that are recycled input materials	Not Reported	Percentage of recycled input materials used	The information is currently unavailable. Efforts will be made to include in future reports.	
<b>ASPECT: ENERGY</b>					
G4-DMA	Generic disclosures on management approach	58, 59, 61			
G4-EN3	Energy consumption within the organisation	58, 60, 61, 93			
G4-EN4	Energy consumption outside of the organisation	93			
G4-EN5	Energy intensity	58-61, 94			
G4-EN6	Reduction of energy consumption	58-61			
G4-EN7	Reductions in energy requirements of products and services	58-61			

Aspect / Disclosure	Disclosure Description	Report & Page Ref	Identified Omission	Reason and Explanation for Omission	External Assurance
<b>ASPECT: WATER</b>					
G4-DMA	Generic disclosures on management approach	58-59			
G4-EN8	Total water withdrawal by source	61,96			
G4-EN9	Water sources significantly affected by withdrawal of water	61,96			
G4-EN10	Percentage and total volume of water recycled and reused	61,96	Total volume of water recycled and reused as a percentage of total withdrawal	The information is currently unavailable. Efforts will be made to include in future reports.	
<b>ASPECT: EMISSIONS</b>					
G4-DMA	Generic disclosures on management approach	58-63			
G4-EN15	Direct greenhouse gas (GHG) emissions (Scope 1)	94			
G4-EN16	Energy indirect greenhouse gas (GHG) emissions (Scope 2)	94			
G4-EN17	Other indirect greenhouse gas (GHG) emissions (Scope 3)	Not Reported	Scope 3 emissions from provision of products and services	The information is currently unavailable. Efforts will be made to include in future reports.	
G4-EN18	Greenhouse gas (GHG) emissions intensity	95			
G4-EN19	Reduction of greenhouse gas (GHG) emissions	58,61,63			
<b>ASPECT: EFFLUENTS AND WASTE</b>					
G4-DMA	Generic disclosures on management approach	58,59,62			
G4-EN22	Total water discharge by quality and destination	96			
G4-EN23	Total weight of waste by type and disposal method	97			

# GRI Content Index *continued*

Aspect / Disclosure	Disclosure Description	Report & Page Ref	Identified Omission	Reason and Explanation for Omission	External Assurance
<b>ASPECT: PRODUCTS AND SERVICES</b>					
G4-DMA	Generic disclosures on management approach	58-59			
G4-EN27	Extent of impact mitigation of environmental impacts of products and services	58-62			
<b>ASPECT: TRANSPORT</b>					
G4-DMA	Generic disclosures on management approach	58, 59, 61			
G4-EN30	Significant environmental impacts of transporting products and members of the workforce	98	Significant environmental impacts of transporting products and the workforce.	The information is currently unavailable. Efforts will be made to include in future reports.	
<b>ASPECT: SUPPLIER ENVIRONMENTAL ASSESSMENT</b>					
G4-DMA	Generic disclosures on management approach	64-66			
G4-EN32	Percentage of new suppliers that were screened using environmental criteria	66			
G4-EN33	Significant actual and potential negative environmental impacts in the supply chain	64-66			
<b>ASPECT: EMPLOYMENT</b>					
G4-DMA	Generic disclosures on management approach	22-44			
G4-LA1	Total number and rates of new employee hires turnover by age group, gender and region	86-89			
G4-LA2	Benefits provided to full-time employees not provided to temporary or part-time employees	90			
<b>ASPECT: LABOR/MANAGEMENT RELATIONS</b>					
G4-DMA	Generic disclosures on management approach	44			

Aspect / Disclosure	Disclosure Description	Report & Page Ref	Identified Omission	Reason and Explanation for Omission	External Assurance
<b>ASPECT: OCCUPATIONAL HEALTH AND SAFETY</b>					
G4-DMA	Generic disclosures on management approach	41-42			
G4-LA6	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism	90			
G4-LA7	Workers with high incidence or high risk of diseases related to their occupation	91			
G4-LA8	Health and safety topics covered in formal agreements with trade unions	91			
<b>ASPECT: TRAINING AND EDUCATION</b>					
G4-DMA	Generic disclosures on management approach	22-24, 37-39			
G4-LA9	Average hours of training per year per employee by gender, and by employee category	91	Breakdown by gender and employee category	Limitations in data collection systems	
G4-LA10	Programs for skills management and lifelong learning	22-24			
G4-LA11	Percentage of employees receiving regular performance and career development reviews	91-92			
<b>ASPECT: DIVERSITY AND EQUAL OPPORTUNITY</b>					
G4-DMA	Generic disclosures on management approach	24-36			
G4-LA12	Composition of governance bodies and breakdown of employees per employee category	92	Employee breakdown by minority groups	Information is not collated by Crown	
<b>ASPECT: EQUAL REMUNERATION FOR WOMEN AND MEN</b>					
G4-DMA	Generic disclosures on management approach	25-29, 35-36			Y
G4-LA13	Ratio of basic salary and remuneration of women to men by employee category	92			Y
<b>ASPECT: SUPPLIER ASSESSMENT FOR LABOR PRACTICES</b>					
G4-DMA	Generic disclosures on management approach	64-66			

## GRI Content Index *continued*

Aspect / Disclosure	Disclosure Description	Report & Page Ref	Identified Omission	Reason and Explanation for Omission	External Assurance
G4-LA14	Percentage of new suppliers that were screened using labour practices criteria	65 66			
G4-LA15	Significant actual and potential negative impacts for labour practices in the supply chain	65, 66			
<b>ASPECT: SECURITY PRACTICES</b>					
G4-DMA	Generic disclosures on management approach	48-54			
G4-HR7	Percentage of security personnel trained in the organisation's human rights policies or procedures that are relevant to operations	92			
<b>ASPECT: SUPPLIER HUMAN RIGHTS ASSESSMENT</b>					
G4-DMA	Generic disclosures on management approach	64-66			
G4-HR10	Percentage of new suppliers that were screened using human rights criteria	65,66			
G4-HR11	Significant actual and potential negative human rights impacts in the supply chain and actions taken	65,66			
<b>ASPECT: LOCAL COMMUNITIES</b>					
G4-DMA	Generic disclosures on management approach	11-20			
G4-SO2	Operations with significant actual and potential negative impacts on local communities	Not Reported			
<b>ASPECT: ANTI-CORRUPTION</b>					
G4-DMA	Generic disclosures on management approach	69-70			
G4-SO3	Total number and percentage of operations assessed for risks related to corruption	98			
G4-SO4	Communication and training on anti-corruption policies and procedures	98	Percentage of business partners trained.	The information is currently unavailable. Efforts will be made to include in future reports.	
G4-SO5	Confirmed incidents of corruption and actions taken	98			

Aspect / Disclosure	Disclosure Description	Report & Page Ref	Identified Omission	Reason and Explanation for Omission	External Assurance
<b>ASPECT: PUBLIC POLICY</b>					
G4-DMA	Generic disclosures on management approach	68-72			
G4-SO6	Total value of political contributions by country and recipient/beneficiary	99			
<b>ASPECT: SUPPLIER ASSESSMENT FOR IMPACTS ON SOCIETY</b>					
G4-DMA	Generic disclosures on management approach	64-66			
G4-SO9	Percentage of new suppliers that were screened using criteria for impacts on society	65,66			
G4-SO10	Significant actual and potential negative impacts on society in the supply chain and actions taken	65,66			
<b>ASPECT: CUSTOMER HEALTH AND SAFETY</b>					
G4-DMA	Generic disclosures on management approach	46-54			
G4-PR2	Total number of incidents of non-compliance with regulations and voluntary codes	99			
<b>ASPECT: CUSTOMER PRIVACY</b>					
G4-DMA	Generic disclosures on management approach	46-54			
G4-PR8	Total number of substantiated complaints regarding breaches of customer privacy	99			



# About Crown



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

In financial year 2017, Crown's Australian resorts attracted over 31 million visits. Crown's resorts are renowned globally for their focus on luxury accommodation, unparalleled service, quality dining and shopping experiences, and world-class gaming and entertainment facilities.

Crown's Australian resorts in Melbourne and Perth feature 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 more than 15,600 people working at its Melbourne and Perth resorts. Additionally, studies have estimated that Crown's direct and indirect full-time employment impact is up to 26,000 people in the Australian economy.



Crown's registered office and principal corporate office:

Level 3  
Crown Towers  
8 Whiteman Street  
Southbank VIC 3006  
Australia



**Crown Resorts Limited**

Level 3, Crown Towers  
8 Whiteman Street  
Southbank VIC 3006  
Australia