

CROWN RESORTS ELEVATE RECONCILIATION ACTION PLAN 2015-2017



ABOUT CROWN RESORTS

Crown is a leading provider of world-class luxury resorts and entertainment facilities, with properties and investments in Melbourne, Perth, Macau, Manila and London. Crown’s resorts are globally renowned for their luxury accommodation, quality dining, and world-class gaming and entertainment facilities.



ACKNOWLEDGING OUR COUNTRY

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

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

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



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OUR VISION FOR RECONCILIATION

Crown shares a vision for a truly reconciled Australia. In pursuit of this vision, we aim to be a leader in working towards the elimination of disparities between Aboriginal and Torres Strait Islander people and other Australians.

We will do this by providing opportunities for Aboriginal and Torres Strait Islander Australians through our best practice Indigenous Employment Program, continuing a strong procurement commitment, and providing financial support for education through the Crown Resorts Foundation.

We believe the most important part of our strategy is our Aboriginal and Torres Strait Islander employees. We are committed to working with employees, managers, suppliers, and community in order to improve our reconciliation strategy and deliver our targets.



OUR VISION FOR RECONCILIATION - JAMES PACKER, CHAIRMAN

Since the launch of our Reconciliation Action Plan in 2013, Crown has worked hard to create a culture of change both within our organisation and the broader community. We have focused on building enduring relationships of trust and respect with Aboriginal and Torres Strait Islander communities, and in doing so, we have laid a solid foundation for making a significant contribution to Closing the Gap in employment.

Providing meaningful employment for Aboriginal and Torres Strait Islander Australians is central to reconciliation, and as Crown is a leader in Australia's growing tourism industry, our Indigenous Employment Program provides one of the best opportunities for our first Australians to begin a long and rewarding career in tourism.

I am proud to say that Crown's Indigenous Employment Program is well established at both of our Australian resorts and, having delivered more than 450 employment opportunities since 2009, is beginning to develop the critical mass needed to have a significant impact on communities in Melbourne and Perth. I am also honoured that the program is widely regarded as a best practice model.

This success is the result of our effective engagement with local communities: within Crown, we provide employment pathways and post-employment support for Aboriginal and Torres Strait Islander employees, and beyond Crown, we develop mutually beneficial relationships with key

Indigenous organisations. These relationships, based on respect, also help organisations to build their internal skills and knowledge so that they can thrive and succeed. This integrated approach has enabled us to deliver on the commitments and targets set in our first RAP.

The Crown Resorts Foundation, in partnership with the Packer Family Foundation, created a \$200 million National Philanthropic Fund in 2014. A major focus of the Fund is to provide financial support for key community organisations with a particular objective of empowering young Aboriginal and Torres Strait Islanders through education.

I would like to thank our employees, the Federal and State Governments and Reconciliation Australia for developing this Reconciliation Action Plan, and I commit Crown to meeting these new, more ambitious targets as we continue to work towards real change and reconciliation for Australia.

James Packer
Chairman, Crown Resorts





**BUILDING A CULTURE FOR CHANGE -
ROWEN CRAIGIE, CHIEF EXECUTIVE OFFICER**

As one of Australia’s largest private sector employers, Crown has always understood that we have a responsibility to do what we can to provide employment opportunities for Aboriginal and Torres Strait Islander Australians. Since launching our Indigenous Employment Program, we are now recognised nationally as one of the industry leaders in this space.

I am proud to report that we have achieved our objectives in our first Reconciliation Action Plan and continue to refine and develop our programs to ensure they are having the greatest impact and benefit for Indigenous Australians. The retention rate of our Aboriginal and Torres Strait Islander employees at Crown Melbourne is now more than 80%. On the supply side, our Procurement team continues to benefit from stronger working relationships with Aboriginal and Torres Strait Islander businesses.

The success of our program comes from a sustained focus on building respectful relationships between Aboriginal and Torres Strait Islander communities and our employees. We will maintain this focus in order to deliver our second Reconciliation Action Plan and continue to increase our Aboriginal and Torres Strait Islander workforce. Our second Reconciliation Action Plan includes several targets for us to reach over the coming years, including a commitment to develop Aboriginal and Torres Strait Islander leaders within our business.

I believe we have been able to take meaningful steps towards reconciliation by developing a culture that respects and values the contribution of our Aboriginal and Torres Strait Islander employees, while providing the right support networks to help them realise their professional goals. We know that there is much more to do and achieve, and that is why we will continue to work with Reconciliation Australia and our Aboriginal and Torres Strait Islander community partners as we complete the next phase of our journey towards real and lasting reconciliation.

Rowen Craigie
Chief Executive Officer



Image provided by the Australian Literacy and Numeracy Foundation

**CROWN RESORTS FOUNDATION’S
INDIGENOUS EDUCATION PARTNERS**





MESSAGE FROM RECONCILIATION AUSTRALIA - JUSTIN MOHAMED, CHIEF EXECUTIVE OFFICER

Three years on from its initial Reconciliation Action Plan (RAP), Crown Resorts has proved itself to be a game changer in Aboriginal and Torres Strait Islander employment and its broader reconciliation initiatives.

I congratulate Crown Resorts on its past successes and on the implementation of its second RAP, an Elevate RAP. Crown Resorts now sits within a select group of organisations that have taken their reconciliation obligations to the highest level.

The purpose of Reconciliation Australia's RAP program is to drive social change in Australian workplaces. As one of more than 600 RAP organisations around the country, Crown Resorts is helping us to steer that change by using its unique capabilities and sphere of influence in the tourism and hospitality industry.

Over the years, Crown Resorts has maintained a strong focus on Aboriginal and Torres Strait Islander employment and since 2009 has provided 450 placements for Aboriginal and Torres Strait Islander Australians. This ongoing corporate approach is just one of the strategies that have contributed to Crown Resorts securing the elite Elevate RAP status.

Crown Resorts has pledged to continue to work with its employees, managers, suppliers and communities to deliver sustainable outcomes and achieve its targets. With its Elevate RAP, Crown Resorts has set the bar high to benefit Aboriginal and Torres Strait Islander people and is determined to succeed in its endeavour.

I commend Crown Resorts on its passion and commitment and look forward to following its impressive reconciliation journey.

Justin Mohamed
Chief Executive Officer, Reconciliation Australia



“

Crown has worked incredibly hard to build relationships and deliver to the community; its Indigenous Employment Program is not only respected, but trusted. At a national level, the organisation and Program are leaders in the Reconciliation space.”

Hon. Alan Tudge MP,
Parliamentary Secretary to the Prime Minister

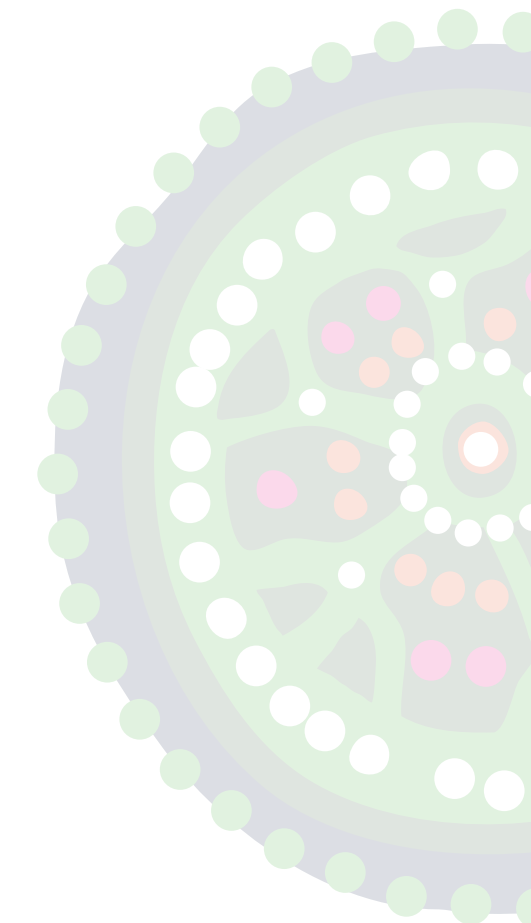


CROWN'S COMMITMENT TO INDIGENOUS EMPLOYMENT

Crown prides itself on a strong commitment to Aboriginal and Torres Strait Islander employment. As the largest single-site, private sector employer in Victoria and Western Australia, we recognise that we have a responsibility to lead the way in creating opportunities for Aboriginal and Torres Strait Islander Australians to build careers in the tourism and entertainment industry. Crown was the first employer to sign the Australian Employment Covenant in 2009, and provided the first job opportunities under that program. Our commitment in 2009 was to hire 300 Aboriginal and Torres Strait Islander people, which we achieved in 2013: our current target is 2,000 job opportunities by 2021.

We employed our 450th Aboriginal and Torres Strait Islander employee in July 2015. More than \$18 million in wages have been earned by our Aboriginal and Torres Strait Islander employees, resulting in a direct and positive impact to the community. The ongoing benefits continue to generate improved access to education and health services, which results in long term and sustainable improvements for community members.

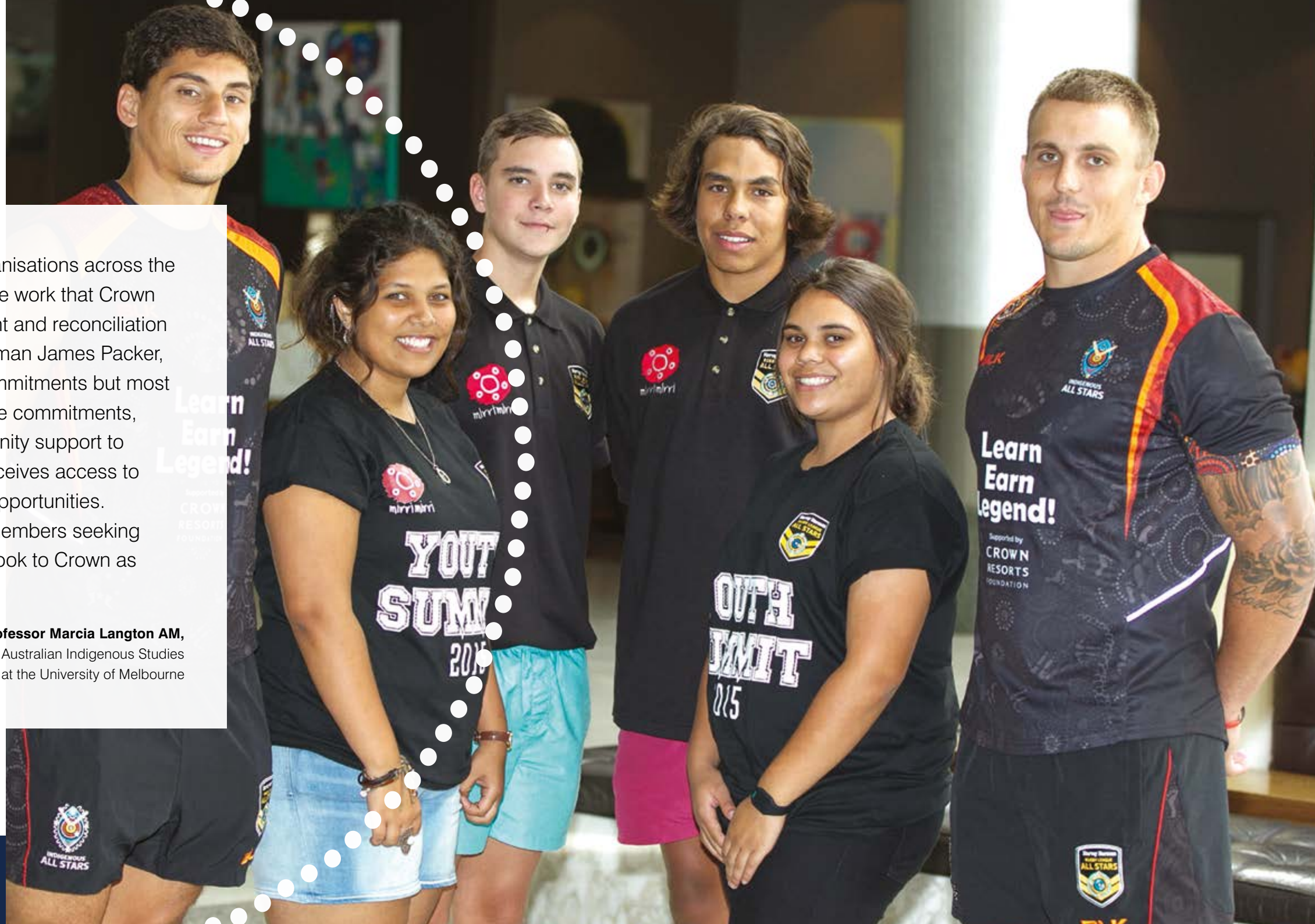
Crown's Indigenous Employment Program has been recognised by industry and governments, in the form of a number of prestigious awards, most recently the 2014 Australian Human Resources Institutes's Inclusion & Diversity Award. The next step in our Aboriginal and Torres Strait Islander employment journey is the implementation of this Reconciliation Action Plan, that articulates how we will evolve the Program to continue to make a difference in the lives of Aboriginal and Torres Strait Islander peoples.





Having a national view of organisations across the country, I always commend the work that Crown is achieving in the employment and reconciliation space. With support of Chairman James Packer, the program makes many commitments but most importantly, it delivers on these commitments, providing cultural and community support to ensure that our community receives access to sustainable jobs and career opportunities. I recommend to community members seeking employment and a career to look to Crown as your first choice.

Professor Marcia Langton AM,
Foundation Chair in Australian Indigenous Studies
at the University of Melbourne



CROWN'S CONTRIBUTION TO THE COMMUNITY

Crown understands that we have a responsibility to make a positive contribution to the communities in which we operate. The Crown Resorts Foundation, in partnership with the Packer Family Foundation, has established a \$200 million National Philanthropic Fund. A particular focus of the Fund is to improve the education and career prospects of marginalised Australians, particularly Indigenous Australians.

The Foundation partners with Aboriginal and Torres Strait Islander education programs that work with parents and communities to establish environments where trust and security enable children to thrive, while benefiting from a consistent school-based education. Early childhood and pre-school programs are considered a priority as they are an essential stepping stone to effective primary school years, which give children and their parents the confidence and belief in the possibility of success. The aim is to achieve regular school attendance throughout primary and secondary schooling, which will lead to formal tertiary education or other training, and ultimately result in satisfying and stable employment.

CROWN'S ECONOMIC AND EMPLOYMENT CONTRIBUTION

Attracting 28 million visits per year and providing employment for more than 15,000 Australians, Crown makes an estimated contribution of \$4.5 billion to the Australian economy¹.

Our commitment to learning and development in the hospitality and tourism industries includes a \$12 million investment in Crown College - our dedicated training facilities at Crown Melbourne and Crown Perth. To date, Crown College has awarded approximately 7,200 apprentices and trainees with nationally-accredited qualifications, and in 2014, we provided over 450,000 hours of training for employees in our Perth and Melbourne resorts.

In 2013, Crown Melbourne was awarded both 'Australian Employer of the Year' and 'Victorian Employer of the Year' in the Australian and Victorian Training Awards respectively, for the second time in four years, testament to our commitment to quality education and training.

¹ 2014, ACIL Allen Consulting

Left: NRL Indigenous All Stars players with students from the accompanying 'Learn, Earn, Legend' Youth Summit



Crown is committed to advancing the lives of Aboriginal and Torres Strait Island people, embedding Aboriginal and Torres Strait Islander excellence across their whole organisation, providing jobs and creating a prosperous future. As a community member, I acknowledge the work and commitment of Chairman James Packer and his Executive Team, investing, supporting and strengthening the lives of Aboriginal and Torres Strait Islanders. ”

Jeremy Donovan,
Chief Executive Officer Generation One



Sharon Ninnette

MANAGER INDIGENOUS PROGRAMS, CROWN PERTH

Sharon Ninnette is a respected Noongar woman, who has changed the lives of thousands of people through her work in the community and at Crown Perth. As the key driving force behind the Indigenous Employment Program at Crown Perth, Sharon has helped Aboriginal and Torres Strait Islander people of all ages and backgrounds secure sustainable employment, taking personal interest in their professional and personal development.

Sharon believes that everyone can overcome challenges to achieve their dreams. Her Crown story is testament to this principle.

In 2009, Sharon had been unemployed for two years, but with typical determination and wanting to be a role model not only to her six children, but also her extended family and community, she applied to the Real Jobs Program at Polytechnic West, and was one of their first graduates. While her excellent results proved her skills and determination, her voluntary mentoring of other students demonstrated her commitment and ability to help other community members, so no-one was surprised when Crown accepted her application for employment.

Since joining Crown, Sharon hasn't looked back. She started as a casual Responsible Service of Alcohol Officer and seven months later, also accepted a part-time permanent role as a Mentor in the Indigenous Employment Program. Just four months later, she was promoted to a full-time Advisor for the Program and then Senior Advisor and finally, into her current role, as the Manager.

As Crown's first female Aboriginal and Torres Strait Islander manager, Sharon is an outstanding role model for other Aboriginal and Torres Strait Islander females, proving that Aboriginal people can build successful careers in large organisations such as Crown, and can succeed in management.





CROWN'S RAP JOURNEY

In 2009, Crown was the first employer to sign the Australian Employment Covenant and we have worked extremely hard to meet our commitments and establish a cultural change within the organisation and also in the community.

Continuing Crown's journey towards reconciliation, Crown's Chairman, James Packer, launched the Crown Resorts Reconciliation Action Plan in March 2013, making it clear to the Australian nation that we are committed to Closing the Gap. This first Reconciliation Action Plan focussed on achieving reconciliation by building RELATIONSHIPS within Crown and external communities; by ensuring the organisation shows RESPECT to cultures and traditions; and by creating OPPORTUNITIES in all areas of the organisation, particularly employment.

Driven by our commitment to reconciliation, made stronger by our partnership with Reconciliation Australia and our first Reconciliation Action Plan, Crown has created a strong foundation for 'Closing the Gap'. To date, we have provided hundreds of Indigenous Australians with employment in the tourism industry, and established a number of programs to promote a culture of recognition and respect for Indigenous Australians. The development of Crown's Reconciliation Action Plan Steering Committees at both resorts has helped us to achieve our commitments outlined in the first Reconciliation Action Plan, and embed the message of reconciliation into our culture. The Committee members are champions in the business, communicating the achievements of the Program and building employees' awareness of its importance and benefits.

Building on what we have learnt, we are now ready to continue our reconciliation journey, and take it to the next level. A key commitment of our second Reconciliation Action Plan is to place some of our Indigenous employees into our leadership programs so that they develop skills which will help them move into management roles at Crown and take on leadership roles in their community.

The Reconciliation Action Plan also articulates how we will increase our use of Aboriginal and Torres Strait Islander suppliers, and use our influence to encourage our other suppliers to provide opportunities for Aboriginal and Torres Strait Islander people. Over the next two years, Crown will purchase \$500,000 of goods from Aboriginal and Torres Strait Islander-owned businesses, and our Procurement Team will continue to help the smaller of these enterprises through the tender process, with the aim of becoming permanent suppliers.

As well as supporting Aboriginal and Torres Strait Islander employment opportunities and businesses, the Crown Resorts Foundation will have a particular focus on identifying and creating more education opportunities for young Indigenous Australians. The Fund will establish partnerships with community organisations that promote highly supportive school environments that are, where possible, designed and delivered by Aboriginal and Torres Strait Islander students, families and communities.

We have come a long way since we signed the Australian Employment Covenant, demonstrating our commitment to reconciliation. Of course, we realise there is still a long way to go, but we are excited by the opportunities created in this next phase of our journey.



OUR IMPACT



CULTURE

Crown understands the importance of creating among our employees and the broader community a culture that supports reconciliation, and Aboriginal and Torres Strait Islander culture has become an important part of the corporate identity of Crown.

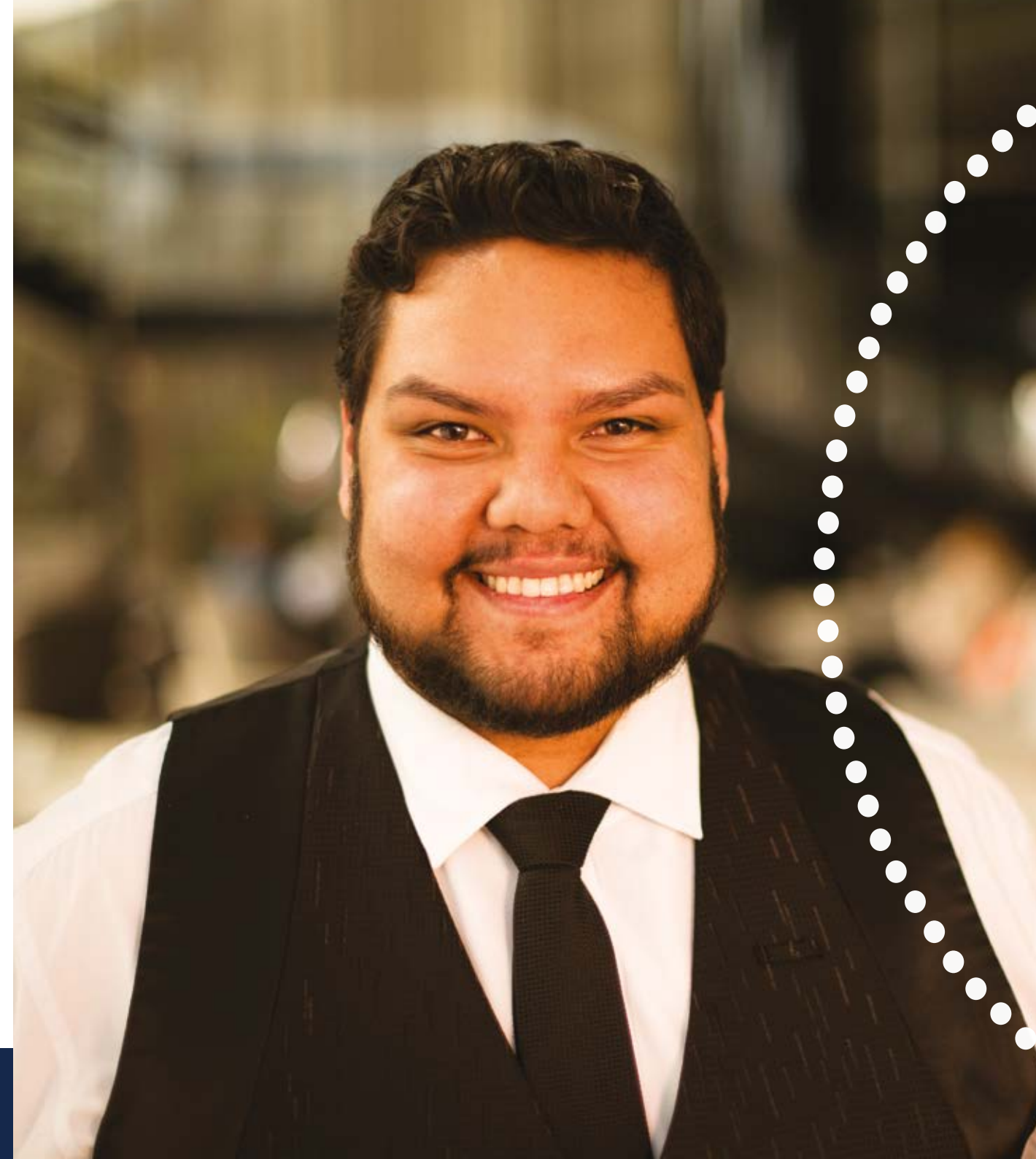
We continue to build an accepting and safe environment, promoting Aboriginal and Torres Strait Islander culture through cultural awareness training that uses formal and informal teaching methods to reinforce and promote the message of reconciliation.

Because investing in our employees is one of Crown's key values, selected Aboriginal and Torres Strait Islander employees have been trained as mentors who provide support to their co-workers. Since the implementation of this Mentoring Program, we have seen a rise in the retention rate of our Aboriginal and Torres Strait Islander employees, which is a fantastic outcome. The program also enables us to identify and invest in standout employees, who can also become ambassadors for our Indigenous Employment Program.

We improve employees' cultural understanding in our management training programs delivered in Crown College, all of which include modules on the history of reconciliation, understanding Aboriginal and Torres Strait Islander culture, and what Closing the Gap means for Australia. These modules are delivered by Indigenous Managers and Recruitment Advisors.

We promote cultural awareness through our internal events and publications. For example, we celebrate significant Aboriginal and Torres Strait Islander events (such as National Aborigines and Islanders Day Observance Committee (NAIDOC) Week and National Reconciliation Week) by distributing information and running fun activities, competitions, and information sessions. These events not only help to educate our employees about Aboriginal and Torres Strait Islander culture, they also increase awareness of our Indigenous Employment Program.

To further promote respect and cultural understanding, we commence all significant employee events and publications with an Acknowledgement of Country that honours the Traditional Owners of the Land. These include weekly corporate inductions, where the Acknowledgement is delivered by the Executive General Manager Human Resources; our Reward & Recognition Luncheon; meetings; and our quarterly employee magazine.



Thomas Bevan

TABLE GAMES DEALER,
CROWN MELBOURNE

Originally from Perth, Thomas Bevan came to Melbourne to study an Administration Apprenticeship at Kangan Institute. He joined Crown Melbourne in 2012 as a Dealer and has been thriving in the dynamic, customer service-focused environment.

Thomas says Crown's Indigenous Employment Program "creates a real sense of community", which he finds reassuring. "Crown celebrates occasions such as NAIDOC Week, National Reconciliation Week, National Sorry Day and Harmony Day," Thomas says, "It's wonderful to be able to share these celebrations with my colleagues."

Thomas is looking forward to a long career at Crown, where he can grow and learn. "I am really interested in pursuing a role in Hotels and hope to one day be a manager at Crown."



Jacinta Cubillo

**HUMAN RESOURCES COORDINATOR,
CROWN MELBOURNE**

Originally from Darwin, Jacinta moved to Melbourne seeking new opportunities, and joined Crown in 2012 as a Reservations Agent in Hotels.

“Working in Hotel Reservations for twelve months, I got to really learn and know the Crown business and further develop my skills,” Jacinta says. “When a position became available in the Human Resources department, I was thrilled by the opportunity.”

“Crown offers a huge range of career opportunities for anyone seeking a successful career and supports employees to grow and develop.”

“In my current role as Human Resources Coordinator, I really enjoy assisting the Executive General Manager and the Operations. I’m learning and developing new skills every day.”

EMPLOYMENT

Crown believes that employment opportunities provide an essential pathway towards reconciliation for Indigenous Australians.

Crown’s commitment to Aboriginal and Torres Strait Islander employment is about making a difference to the lives of individuals by providing training and employment opportunities in the growing tourism industry. Crown has now provided employment for more than 450 Aboriginal and Torres Strait Islander people, and we know that employment is often more than a job for someone in the Program: it contributes to their identity and creates a positive impact in their community.

Our Indigenous Employment Program gives employees more than a job: we provide a strong support network and for each employee we create a career development plan. The career development plan helps our Aboriginal and Torres Strait Islander employees identify their career aspirations, and the necessary training and support required to help them achieve them. Crown has invested 1,600 hours to training and developing our employees through the Indigenous Employment Program that seeks to create advantage at all levels of the business, and achieve our goal of being a true equal-opportunity employer.



“Crown is a vibrant organisation with diverse opportunities for our community to be involved. We recognise the quality of these experiences and have partnered with Crown to provide our REAL program participants transferable skills to assist them in their career pathway progression. Our young people benefit from the experience of quality training, industry exposure and the knowledge that there is a place for Aboriginal and Torres Strait Islander people across diverse workforce industries.”

Belinda Duarte,
Chief Executive Officer Korin Gamadji Institute



OUR IMPACT

ABORIGINAL AND TORRES STRAIT ISLANDER EMPLOYEE RETENTION

Crown is proud of the high retention rate of our Indigenous Employment Program, a result of the fact that the majority of employees settle into permanent employment and plan long-term careers with us.

We have maintained a retention rate of more than 80% for the RAP reporting period.

The ongoing success of the Program can be widely attributed to the support networks Crown has in place for Aboriginal and Torres Strait Islander employees, along with the tailored one-on-one training that occurs during pre-employment and induction, as well as during employment. This tailored training and support sets up each employee for success at every stage of their employment with Crown.



Rose May

INDIGENOUS RECRUITMENT COORDINATOR,
CROWN PERTH

Rose started a family almost straight out of school and spent most of her early adult life raising her children, while also undertaking various training courses. With a few certificates under her belt, Rose began seeking employment through an agency, which recommended that she apply for a role at Crown. She began as a Food & Beverage Attendant and, thanks to her obvious diligence, was promoted to a Higher Duties position. It was this in this role that Rose found her career pathway.

In 2014, Rose was appointed Indigenous Recruitment Coordinator, fulfilling one of her professional goals. By sharing her story with potential candidates in the Indigenous Employment Program, Rose has been a strong mentor to other Aboriginal and Torres Strait Islander people, helping them envisage and set their own career pathways.



Adam Sondermeyer

TEAM LEADER STOREPERSON & INDIGENOUS
MENTOR, CROWN PERTH

After 18 months of unemployment due to an injury, Adam had almost given up hope of a career. Through Crown's disability employment program, CROWNability and the Indigenous Employment Program, Adam found the support he needed to move back into employment. "Crown's pre-employment process gave me the information and guidance I needed to be job-ready for Crown," Adam says.

Adam has now been with Crown Perth for three years and, with new-found confidence, is excelling in his role in the Warehouse. Having recently completed a Certificate III in Mentoring, Adam is now a mentor for new Aboriginal and Torres Strait Islander employees, and sees a bright future at Crown in both his own career, and as a mentor, changing lives.



“My goal is to one day own my own restaurant. With this in mind, I left my family and community behind when I moved from Tasmania to Melbourne. At first, it was very difficult for me, but when the Indigenous Gatherings started at Crown, it gave me back a sense of community and family. This was so important to me, to help me manage the hard times.”

Laura Maynard,
Food & Beverage Attendant, Crown Melbourne

“Our Gatherings have really changed things at Crown for Aboriginal and Torres Strait Islander employees. Getting everyone together creates a real sense of community and we get to share our culture with our managers and other employees.”

Dale Wandin,
Workforce Planner – Security, Crown Melbourne

CROWN INDIGENOUS COMMUNITY GATHERINGS

Crown's Indigenous Community Gatherings are conducted at each Crown property in alignment with the six seasons of the Noongar People.

Being employee driven, the Gatherings create a strong sense of community as our Aboriginal and Torres Strait Islander employees and managers share their stories and journeys. At each event, guest speakers, ranging from Elders and professional athletes to financial advisers, also share their stories to motivate, inform, and inspire.

The Gatherings undoubtedly contribute to our high retention rate, because support, accountability and responsibility to community members builds mutual loyalty and trust in one another and the business.

Having a strong sense of community is also important for Crown's brand and our reputation within the community, and helps to encourage community members to seek employment at Crown.

OUR IMPACT

OUR IMPACT

CREATING OPPORTUNITIES FOR INDIGENOUS BUSINESSES AND EMPLOYMENT THROUGH OUR SUPPLY CHAIN

Crown recognises that supporting Indigenous owned businesses creates economic and employment opportunities for Indigenous Australians.

Crown's Australian resorts procure more than \$1 billion in goods and services a year, of which, a significant amount is from Australian companies. To help engage with Indigenous businesses, Crown's procurement team has developed a program that guides Aboriginal and Torres Strait Islander suppliers through the Crown tendering process.

As a result of the Procurement team's work in this space, Aboriginal and Torres Strait Islander businesses have become some of Crown's key suppliers. In 2014, the Food and Beverage Procurement Team established relationships with two Aboriginal and Torres Strait Islander owned and operated businesses – 'Silver Eels Fishing and Charters' and 'SRL Direct', to supply Southern Rock Lobster. The two businesses were successful in acquiring the highly-competitive contract and now supply Southern Rock Lobster within five hours of being caught, to Crown's five-star restaurants.

Building on this commitment to Indigenous business and employment opportunities, Crown also holds forums for organisations connected to Crown through our supply network to encourage our suppliers to establish similar initiatives.

Chris Saunders

DIRECTOR

Silver Eels Fishing and Charters and SRL Direct

My family and I are Gunditjmara, the coastal people of southwest Victoria. We have been fishing our cultural waters since time immemorial.

In modern times, my father and I started a small commercial fishing company and delivery service – 'Silver Eels Fishing and Charters', for the fishing, and 'SRL Direct', for the delivery. This supply chain employs local community members where possible and is the only Indigenous commercial Southern Rock Lobster fishery in Australia. The seafood we supply is world-class and is harvested from the pristine waters of the Bass Strait, off the coast of Portland, Victoria. Because of the quality of this product, most of the catch used to go to export; however, I felt it was important for local restaurants to begin using our product.

In 2014 I contacted Crown with the hope of getting our product into the best local restaurants in Victoria. I didn't have much experience working with a big purchaser like Crown, but after the first meeting, I instantly felt welcomed and supported by Crown's Procurement Team. They supported me through each step of the tender and together we worked out a way to make the relationship happen.

Having Crown as my major customer has meant that we can focus on developing and building the business, as a family and a community. Crown has been an integral partner for Silver Eels and SRL Direct and I look forward to many years of business together.



OUR IMPACT

BUILDING STRONGER COMMUNITIES

Crown's commitment to reconciliation extends beyond the job opportunities within our resorts. In 2014, the Crown Resorts Foundation, in partnership with The Packer Family Foundation, created a \$200 million National Philanthropic Fund.

A particular focus of the Fund is the support for and promotion of education opportunities for Aboriginal and Torres Strait Islander people. The Fund will provide financial support for key community organisations that are working to eliminate disadvantage experienced by Aboriginal and Torres Strait Islander people.

The Crown Resorts Foundation has partnered with a number of organisations to deliver programs focussed on improving the education, life skills, and employment prospects of young Aboriginal and Torres Strait Islander Australians.

Each program is unique in its focus and means of delivery, but all play an important role in helping to educate young Aboriginal and Torres Strait Islander Australians. These programs work with parents and communities to establish the trust and sense of security that enables children not only to benefit from a consistent school-based education, but to thrive in such a setting.

Examples of the Crown Resorts Foundation's Indigenous education partners include:

- Australian Indigenous Education Foundation
- Australian Indigenous Mentoring Experience
- Australian Literacy and Numeracy Foundation
- Aurora Indigenous Education Foundation – The Aspiration Initiative Academic Enrichment Program
- Brisbane Broncos
- Clontarf Foundation
- Former Origin Greats ARTIE Academy
- National Centre for Indigenous Excellence
- National Rugby Leagues Indigenous All Stars team
- Mt Druitt Street University – Noffs Indigenous Schools Project



“We will support programs that provide young Australians with the opportunities they need to learn, grow, and be confident in themselves and their ability to succeed.”

Gretel Packer,
Chair, Crown Resorts Foundation Advisory Board

Image provided by The Clontarf Foundation



“AIEF is proud to partner with the Crown Resorts Foundation, and the funding they provide will be vital for AIEF’s continued growth and success, as we strive to empower thousands more Indigenous children to shape Australia’s future.”

Andrew Penfold,

Executive Director of the Australian Indigenous Education Foundation

OUR IMPACT

CROWN RESORTS FOUNDATION INDIGENOUS EDUCATION PROGRAM PARTNER CASE STUDY:

The Australian Literacy and Numeracy Foundation’s Early Language and Literacy Palm Island Project

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

“The Australian Literacy and Numeracy Foundation is proud to be partnering with the Crown Resorts Foundation. We are united in the belief that all Australians have the right to literacy and that being able to read and write is the key to accessing education and employment. As a result of their generous support, we can further assist marginalised communities, families and children in need.”

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

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

The Crown Resorts Foundation has provided support to the ALNF so that its Palm Island Early Language and Literacy project can continue. Supported by the premise

that children who are prepared for school are also more likely to successfully attend, stay and thrive at school, this project will build long-term capacity within the Palm Island community and break the cycle of illiteracy by enabling community members to deliver their own literacy programs and improve the literacy outcomes of their own children.

This program prepares Aboriginal and Torres Strait Islander children for school by providing them with the opportunity to achieve the same baseline education as their non-Indigenous peers. It also provides adults (teaching assistants, parents and other community members) with improved literacy and confidence so that they are better prepared to engage in the workforce and/or further training.



OUR IMPACT

CROWN RESORTS FOUNDATION INDIGENOUS EDUCATION PROGRAM PARTNER CASE STUDY:

Australian Indigenous Mentoring Experience's (AIME) Western Sydney Expansion

AIME provides an in-school program to deliver Aboriginal and Torres Strait Islander high school students with the confidence and life skills to believe that they will succeed. As well, they have Tutor Squads made up of trained university mentors delivering free academic support to the school's Aboriginal and Torres Strait Islander students. AIME also supports students with their transition from school to work or further education.

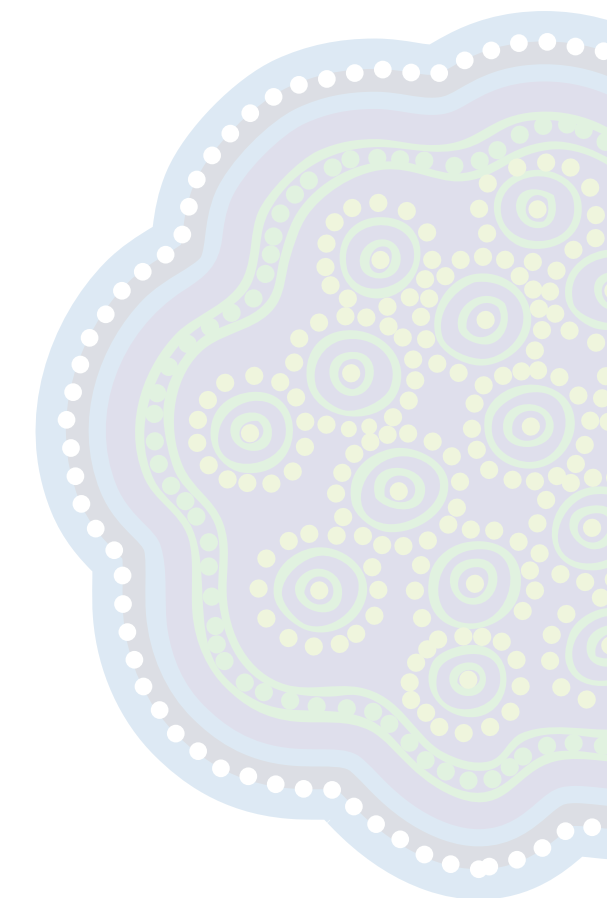
The Crown Resorts Foundation is one of AIME's major partners and has provided funding to support the delivery of AIME's Western Sydney Program which is being facilitated in partnership with the University of Western Sydney.

This is a significant expansion in the delivery of AIME's programs as Western Sydney has the largest urban population of Aboriginal and Torres Strait Islander Australians.

Of the new partnership, Jack Manning Bancroft, CEO and Founder of AIME, said:

"Indigenous kids are born superheroes; we simply show them how to fly. This partnership will help us do more for Indigenous kids, inspiring the next generation of leaders to rise up and take off."

Left: AIME mentors with the University of Western Sydney's Vice-Chancellor Professor Barney Glover, with the AIME CEO & Founder Jack Manning Bancroft and Gretel Packer, Chair of the Crown Resorts Foundation's Advisory Board.



OUR IMPACT

CROWN RESORTS FOUNDATION INDIGENOUS EDUCATION PROGRAM PARTNER CASE STUDY:

The Aurora Education Foundation's Aspiration Initiative Academic Enrichment Program

Richard Potok, CEO of the Aurora Education Foundation, said:

"We are very grateful to the Crown Resorts Foundation and Packer Family Foundation for their generous support of our high school academic enrichment program. We are excited about partnering with two foundations that value innovation and meaningful relationships with communities, and are in it for the long haul. We look forward to working together towards creating a growing cohort of Indigenous students who have both the aspirations and the support to excel academically at school, during undergraduate studies and beyond."

The Aurora Education Foundation's vision is to transform the lives of Aboriginal and Torres Strait Islander Australians through education, one life at a time, creating a growing cohort of Aboriginal and Torres Strait Islander leaders, mentors and role models, who in turn have a significant impact in uplifting educational outcomes for Indigenous Australians.

The Crown Resorts Foundation is partnering with the Aurora Education Foundation to provide support for The Aspiration Initiative academic enrichment pilot program, which is part of a suite of education programs that challenge low expectations, build aspirations and support Aboriginal and Torres Strait Islander students to realise their potential

With a commitment to high expectations, self-directed learning and culture-centred education, this pilot program provides intensive, ongoing educational support through three academic camps each year, along with tutoring, mentoring and other support.

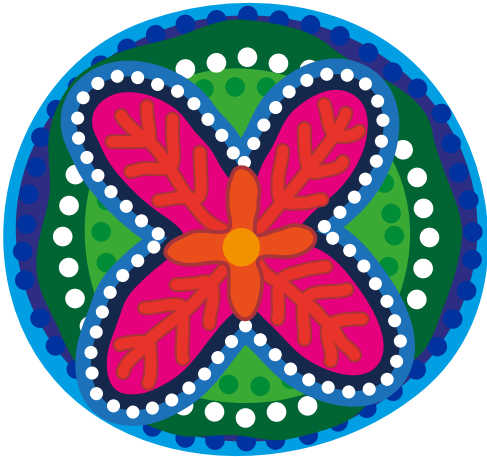


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SUPPORTING AND BUILDING
CAPACITY OF INDIGENOUS
ORGANISATION

As well as the Crown Resorts Foundation’s work in the community, Crown partners with a number of community organisations to help deliver our Indigenous Employment Program.

Crown presents at many Indigenous Career expos in Victoria and Western Australia and has strong relationships with key community groups focussed on supporting Indigenous youth to transition from school to work or further education.



INDIGENOUS EDUCATION PROGRAM
PARTNER CASE STUDY:

Korin Gamadji Institute

The Korin Gamadji Institute was established to deliver a unique and innovative Aboriginal and Torres Strait Islander space, focused on leadership development, education and training, and career pathways.

In 2014, the Korin Gamadji Institute started using Crown’s training facilities to deliver hospitality training to young Aboriginal and Torres Strait Islander Australians, delivering technical valuable employment skills to the students. Crown also assists the Korin Gamadji Institute in the delivery of their Richmond Emerging Aboriginal Leadership (REAL) Program.



INDIGENOUS EDUCATION PROGRAM
PARTNER CASE STUDY:

Ganbina

Crown began working with Ganbina in 2013, forming a partnership based on shared goals to provide employment opportunities to Aboriginal and Torres Strait Islander youth. Ganbina’s aim is to empower Aboriginal and Torres Strait Islander communities to achieve true social and economic equality with other Australians within the next two generations, working with them to provide education, employment and life skills. Ganbina sets out to create ‘agents of change’ within the community through the successful development and economic independence of program participants.

Crown has built a relationship with Ganbina by participating in the organisation’s activities, delivering career presentations, and hosting site visits and leadership events for Ganbina’s young leaders.



OUR IMPACT

RECONCILIATION



RELATIONSHIPS

Success in business and in partnering with the Aboriginal and Torres Strait Islander Communities is built on the strength of relationships. At Crown, our goal of Closing the Gap can only be achieved through building, growing and valuing our relationships with these communities at all levels.

ACTION	RESPONSIBILITY	TIMELINE	MEASURABLE GOALS
The Crown Resorts Reconciliation Action Plan Steering Committee (Committee) will implement the second Reconciliation Action Plan goals	EGM Human Resources	Quarterly Meetings	The Committee will include at least 50% Aboriginal and Torres Strait Islander representation and two Elders; the Committee will meet a minimum of four times per year to review RAP progress.
	EGM Human Resources	Every 4 months	The Committee will include an Executive representative from each site and will provide a tri-annual report to the Crown Resorts Board on the performance of the program.
	CEO	September 2015	A Reconciliation Action Plan Champion from the Crown senior management team will be appointed.
	Group Manager	December 2015, 2016	Community members will be invited to join the Committee through an open expression-of-interest process.
	Group Manager	February 2016	An external Aboriginal and Torres Strait Islander Reference Group will be established to provide cultural advice and guidance.
Encourage Reconciliation awareness across the tourism and entertainment sector, by promoting the concept of Reconciliation Action Plans	Procurement	Ongoing	Crown will provide advice and support to encourage 50% of our top 20 vendors to adopt Reconciliation Action Plans by 2017.
	Procurement, Group Manager	27 May – 3 June 2016, 2017	All vendors will be encouraged to partner with Crown during National Reconciliation Week, to promote Reconciliation initiatives in their own businesses.
	Human Resources	December 2015	A strategy to communicate our Reconciliation Action Plan to all external stakeholders will be developed and implemented. The strategy will be reviewed and reported on annually.
Commit to and support Reconciliation Australia initiatives	Human Resources, Events	Annually 2016, 2017	Crown Resorts will host a major event on behalf of Reconciliation Australia (to be agreed with by Reconciliation Australia) at either Crown Melbourne or Crown Perth, to significantly contribute to the Reconciliation movement. This partnership will commence with the inaugural Reconciliation Australia Alumni event by February 2016.
	Human Resources, Events	December 2015	Crown Resorts will coordinate a Reconciliation Industry Network Group (RING), in partnership with other tourism and hospitality organisations who have made Reconciliation Action Plan commitments.
	Human Resources	Bi-annually 2016, 2017	Crown will facilitate twice-annual RING meetings, in partnership with Reconciliation Australia, with the objective of promoting industry-wide Reconciliation awareness and initiatives.

ACTION PLAN

ACTION	RESPONSIBILITY	TIMELINE	MEASURABLE GOALS
Strengthen and maintain relationships between Aboriginal and Torres Strait Islander employees and other employees, by celebrating National Reconciliation Week	Human Resources	27 May - 3 June, annually	A National Reconciliation Week award will be launched to recognise Aboriginal and Torres Strait Islander people and non-Indigenous Crown employees who have displayed a commitment to Reconciliation and support of Crown's Indigenous Employment Program.
	Human Resources	27 May - 3 June, annually	Information and resources to promote awareness and respect for Aboriginal and Torres Strait Islander culture will be distributed to all employees during National Reconciliation Week.
	Events	27 May - 3 June, annually	Crown will engage Aboriginal and Torres Strait Islander entertainers and artists, who will promote their culture throughout our resorts.
	Human Resources	27 May - 3 June, annually	Crown will partner with state-based (Victorian and Western Australian) Reconciliation Councils to host at least one registered community event during National Reconciliation Week.
	Procurement	27 May - 3 June, annually	Crown suppliers and vendors will be encouraged to participate in National Reconciliation Week events and activities.
Build relationships and understanding between Aboriginal and Torres Strait Islander and non-Indigenous employees	Human Resources	August 2015	The second Reconciliation Action Plan will be distributed to all employees and procurement partners and key messages will be promoted through regular communications throughout the year.
	Human Resources	Bi-monthly 2016, 2017	Six opportunities (in alignment with the traditional seasons of the Noongar people) for Aboriginal and Torres Strait Islander and non-Indigenous employees to network will be conducted throughout the year.
	Human Resources	Bi-monthly 2016, 2017	Aboriginal and Torres Strait Islander community organisations will have access to Crown's facilities at least six times per year to deliver community events. Crown will commence this community support providing an annual networking event for the Kinaway Chamber of Commerce Victoria, assisting Aboriginal and Torres Strait Islander businesses in Melbourne.
	Employees Communications	Monthly 2015, 2016	Crown will continue to increase the presence of Crown's Indigenous Employment Program in major internal communication channels (for example the staff magazine, intranet and newsletter), publishing twelve stories and case studies based on positive Crown-based Reconciliation initiatives.
	Human Resources	27 May- 3 June, annually	All staff will be encouraged to be champions of Reconciliation by having opportunities to participate in Crown's National Reconciliation Week activities.
Develop our relationships with Aboriginal and Torres Strait Islander peoples and organisations to enable us to better understand their priorities and more effectively communicate our strategic objectives	Human Resources	March 2016	A Reconciliation Action Plan network comprised of community members will be established to support the implementation of Reconciliation Action Plan actions.
	Human Resources	Annually 2016, 2017	An annual survey of community partners and employees will be conducted, to provide feedback on the implementation of Crown's Reconciliation Action Plan and community involvement.
	Human Resources	June 2016	An engagement plan to identify potential community relationships will be developed, to support Crown's Reconciliation Action Plan at new resorts.
	Human Resources	Ongoing	At least one relationship between one of our partner organisations and an Aboriginal and Torres Strait Islander community will be facilitated each year, to enhance relationships and develop better outcomes for the community.



Rory Smeaton

RECRUITMENT ADVISOR - INDIGENOUS PROGRAMS, CROWN MELBOURNE

At high school, I completed a traineeship through AFL SportsReady, where I could learn in a practical environment. Like most 18-year-olds, I wasn't sure what I wanted to do, but as a Gurnai Kurnai man, I knew it was my responsibility to make my family and community proud of my career choice.

I started by working in education, assisting community members in the correctional system. In this role, I met people who I could see wouldn't have been in their current position if they'd had a career to drive them.

In 2012, I won the Victorian Koori Student of the Year award at the Victorian Training Awards, on the same night that Crown won Employer of the Year. Three years later, I am proud to know that I have played an integral role in building Crown's award-winning Indigenous Employment Program and am making a difference in the lives of so many community members.

As an Aboriginal Australian, I am so proud of what Crown does and the differences we make – I've chosen to build my career here.



Lachlan Harlow

TABLE GAMES DEALER, CROWN MELBOURNE

As a young Yorta Yorta man growing up in Shepparton, Victoria, my first step towards a career was through the Ganbina program – and this changed my life. Ganbina taught me the importance of work, the value of education and achieving independence, and even having my own bank account.

2014 was my first year of university and during this year, I attended a corporate dinner at Crown Melbourne, which was arranged by Ganbina. At the dinner, I met a number of Executives from Crown and learned about the Indigenous Employment Program. On this night, I decided this was for me – I wanted to work part-time at Crown, while I studied at university.

Since commencing employment with Crown, I have experienced first-hand the support and sense of community here. After university, I wish to continue working at Crown and hope to one day become a senior leader in the organisation.

RECONCILIATION



RESPECT

Crown’s employees represent over 50 different cultures and speak almost 100 different languages: we take pride in celebrating cultural diversity and respect. Through our award-winning Indigenous Employment Program, we have created and continue to build a culturally safe workplace for our Aboriginal and Torres Strait Islander employees that celebrates culture and community.

ACTION	RESPONSIBILITY	TIMELINE	MEASURABLE GOALS
Engage employees in cultural learning to increase understanding and appreciation of different cultural backgrounds, in order to lay the foundation for other Reconciliation Action Plan actions to be achieved	CEO	February 2017	10,000 employees across Crown will participate in cultural awareness activities in Crown's induction process.
	BOT and Executive Team	July 2016	Crown's Business Operations Team (BOT), including the Executive, will complete a cultural awareness activity.
	Learning and Development	April 2016	A cultural awareness online training module will be developed and rolled out to all Crown employees.
	Employee Communications	January 2016, 2017	A calendar of significant Aboriginal and Torres Strait Islander dates and events will be published annually and made available to all employees.
	Human Resources	December 2015	At least two Crown Executives from each property (Melbourne and Perth) will be paired with Aboriginal and Torres Strait Islander community members, as part of a mentoring program, to support cultural understanding.
	CEO	March 2016	Aboriginal and Torres Strait Islander flags will be placed and flown at every Crown location.
	RAP Steering Committee	June 2016	All Crown Reconciliation Action Plan Steering Committee members will undertake cultural awareness training.
	CEO	July 2017	All openings of new Crown sites will include a Smoking Ceremony as a part of the event formalities

ACTION PLAN

ACTION	RESPONSIBILITY	TIMELINE	MEASURABLE GOALS
Demonstrate respect to Aboriginal and Torres Strait Islander peoples and communities by embedding cultural protocols in our organisation	Human Resources, Events, Conferences	July 2015	A cultural protocols document for Welcome to Country and Acknowledgment of Country will be provided to guests and employees delivering events at Crown.
	Human Resources, Events	2016, 2017	A Traditional Owner will provide a Welcome to Country at 8 significant events each year.
	Executive Teams	Ongoing	All internal major Crown events will include a Welcome to Country or an Acknowledgment of Country.
	Human Resources	September 2015, then annually	A list of key contacts for organising a Welcome to Country will be maintained and made available for all event and venue bookings at Crown.
Celebrate NAIDOC Week and provide opportunities for Aboriginal and Torres Strait Islander employees to engage with culture and community	Human Resources	Annually commencing in April 2016	Crown will host an Elders Lunch at Melbourne and Perth sites, paying respect to community Elders and celebrating Aboriginal and Torres Strait Islander history, culture and achievements.
	Remuneration and Reporting	July 2016, 2017	A Crown NAIDOC Award will be implemented and awarded annually, recognising commitment to community and the Indigenous Program at Crown by an Aboriginal or Torres Strait Islander employee.
	Human Resources	July 2016, 2017	Crown will contact respective state NAIDOC Week Committees to discuss mutually-beneficial opportunities.
	All business units	July 2016, 2017	All Aboriginal and Torres Strait Islander employees will have the opportunity to participate in local NAIDOC Week activities.
	Human Resources	July 2016, 2017	Crown will support/sponsor an external NAIDOC Week community event.

RECONCILIATION



OPPORTUNITIES

As the largest single-site private sector employer in both Victoria and Western Australia, we have the ability to create real employment opportunities for current and future generations of Aboriginal and Torres Strait Islander Australians. Crown’s commitment to provide 2,000 job opportunities by 2021 represents our commitment to being part of a generation of change - a commitment that we are proud of and confident of delivering.

Crown’s goal to help Close the Gap on Aboriginal and Torres Strait Islander disadvantage extends beyond our resorts. We seek to work with our suppliers, community partners, and customers to embody reconciliation values in every aspect of our operations. We continue to look for new opportunities for Aboriginal and Torres Strait Islander Australians to be empowered through employment, education, and training.

The Crown Resorts Foundation provides a unique opportunity to engage with community partners focussed on delivering more education opportunities to Aboriginal and Torres Strait Islander communities. The Crown Resorts Foundation, in partnership with the Packer Family Foundation, has created a \$200 million National Philanthropic Fund, and Aboriginal and Torres Strait Islander education is one of its main priorities. Over 10 years, a number of significant partnerships will be established to ensure that more Indigenous Australians have access to an education that is culturally and contextually relevant, and has an appropriate curriculum delivered in a highly supportive environment. A stronger education platform will improve employment opportunities for young Indigenous Australians.

ACTION	RESPONSIBILITY	TIMELINE	MEASURABLE GOALS
Employ, develop and promote Aboriginal and Torres Strait Islander people at our properties, at every opportunity	CEO, Human Resources	July 2017	Crown will establish Parity employment goal of 3.1%, hiring 200 new Aboriginal and Torres Strait Islander employees in the next 2 years (100 at Crown Melbourne and 100 Crown Perth) to achieve this target. Crown Resorts will recruit candidates into business units including Food & Beverage, Hotels, Table Games, Security, Human Resources, and Services.
	Human Resources	Ongoing	Crown will achieve annually a minimum retention rate of 75% with Aboriginal and Torres Strait Islander employees.
	Human Resources, Learning and Development	June 2016, June 2017	20 Aboriginal and Torres Strait Islander employees will be enrolled in Crown Resorts Indigenous Management Training Course (10 candidates in 2016, 10 candidates in 2017) at a cost of \$90,000 to rapidly develop Indigenous managers for Crown sites, and to create a pool of experienced Aboriginal and Torres Strait Islander managers for Crown Sydney when it opens.
	Learning and Development	March 2016, March 2017	Eight Aboriginal and Torres Strait Islander employees will be supported through Crown College's Certificate IV and Diploma courses: Leadership Development Program and Next Generation of Leaders.
	Human Resources, Learning and Development	July 2016, July 2017	10 Aboriginal and Torres Strait Islander employees will be enrolled in the Certificate III in Mentoring qualification, to create strong Aboriginal and Torres Strait Islander leaders within Crown.

ACTION PLAN

ACTION	RESPONSIBILITY	TIMELINE	MEASURABLE GOALS
Deliver and support six key employee-driven networking opportunities per year to ensure employees connect and develop as leaders within the organisation	Human Resources	Bi-monthly 2016, 2017	Crown Aboriginal and Torres Strait Islander employees will be provided with up to 20 hours per year to build community relationships at Crown through the inclusion of Indigenous community members at Crown Indigenous Community Gatherings.
	Learning and Development	Ongoing	All new Aboriginal and Torres Strait Islander employees will be provided with optional mentoring.
	Human Resources	Ongoing 2016, 2017	Professional development opportunities at community and Crown events will be provided for Aboriginal and Torres Strait Islander employees to assume leadership and project management experience through the Crown Indigenous Gatherings Committee responsible for creating and developing events at Crown.
Develop a procurement strategy, partnering predominantly with Aboriginal and Torres Strait Islander -owned organisations for business goods and services, where possible	Procurement	December 2016, December 2017	Crown will seek to procure \$250,000 of goods and services from Aboriginal and Torres Strait Islander-owned enterprises.
	Procurement, Human Resources	June 2016	An Aboriginal and Torres Strait Islander Business Incubator will be developed to support smaller Aboriginal and Torres Strait Islander businesses. The Aboriginal and Torres Strait Islander Business Incubator will host 4 events in 2016 and 4 event in 2017, providing information that will build the capacity of Aboriginal and Torres Strait Islander businesses to successfully tender for work.
		Ongoing	The current Aboriginal and Torres Strait Islander assessment criteria within the procurement process will be maintained.
		Bi-annual	Crown’s Indigenous Program Team will deliver education and information sessions to suppliers, promoting the corporate values and goals outlined in the Reconciliation Action Plan twice annually.
Lead Hospitality and Tourism Industry roundtable	Human Resources, Tourism Policy	Bi-annual 2016, 2017	A bi-annual Hospitality and Tourism Industry roundtable will be convened, including stakeholders from Federal and State government, employers and community representatives, to define challenge and identify opportunities to deliver successful employment and policy outcomes.
Strengthen Community Organisation Partnerships Development and Capacity building	Learning and Development	April, July, September 2016, 2017	Korin Gamatji Institute will be supported with delivery of Food and Beverage Training to participants in REAL Leadership program. Each program will provide up to \$12,000 of training and certification for a maximum of 20 participants three times a year.
	Human Resources	March, July 2016, 2017	Corporate dinners for up to 40 participants in the Ganbina program will be hosted twice a year as part of career and professional development.
	Human Resources	November 2017	Crown Resorts to provide an opportunity for administrative/ office support for an Aboriginal or Torres Strait Islander organisation as part of delivering opportunities for the Aboriginal and Torres Strait Islander community.
	Foundation	Ongoing	Funding will be provided to AIME to expand their mentoring services and support of Indigenous youth in Western Sydney.
	Foundation	Ongoing	Crown Resorts Foundation will partner with organisations focussed on delivering increased education opportunities to Indigenous Australians.

RECONCILIATION

TRACKING AND REPORTING

Crown Resorts adheres to the reporting requirement as an ongoing and public review of the success of our commitments. Crown Resorts Reporting is governed by the RAP Steering Committees at Crown Perth and Crown Melbourne, and the Crown Resorts Corporate Social Responsibility Committee.

ACTION	RESPONSIBILITY	TIMELINE	MEASURABLE GOALS
RAP Review at Executive Level	EGM HR	Quarterly Meetings	Monthly reporting of RAP progress to the CEO of Crown Resorts.
			Tri-annual reporting of RAP progress to the Corporate Social Responsibility sub-committee of the Crown Limited Board.
Publish Annual RAP Report	EGM HR	September annually	Complete and submit annual Reconciliation Australia RAP Impact Measurement Questionnaire.
			Report case studies of core leadership projects.
			Participate in Australian Reconciliation Barometer bi-annual.



Murray Riley
GAMING TRAINING ADMINISTRATOR,
CROWN MELBOURNE

I moved to Melbourne from Perth in 2014 to start a new life with my partner and young son. Having no family or community in Melbourne meant it was important to me to find a place of employment which had cultural understanding of Aboriginal people.

I started work at Crown Melbourne and even though my initial role wasn't suitable for me, Crown's Indigenous Employment Program did not give up. I was later hired into a Human Resources role, where I got to meet all of the Aboriginal and Torres Strait Islander employees and work on the Program.

I have since moved into an Administrative role within the Training team. When the company could have given up on me, they didn't...they supported me and worked hard to keep me here at Crown. I've truly found my community here in Melbourne!

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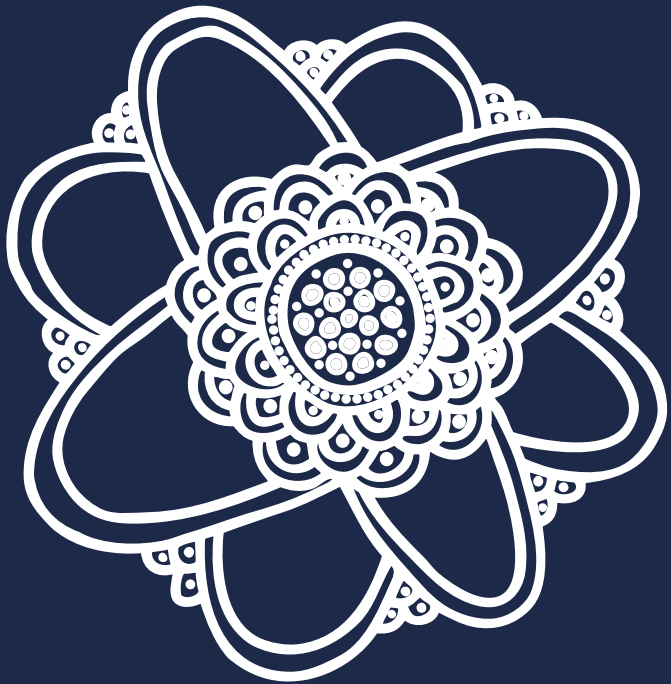
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CROWN RESORTS ELEVATE RECONCILIATION ACTION PLAN 2015-2017

