

GENDER ACTION PLAN 2025-2028





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Crown Resorts (Crown) recognise and acknowledge the existing, original, and ancient connection Aboriginal and Torres Strait Islander peoples have to the lands and waterways across the Australian continent and of the land on which our resorts are located.

We pay our respects to their Elders past and present, Gadigal people of the Eora Nation, Wurundjeri of the Kulin Nation, and Noongar on Whadjuk Country. At Crown, we are enriched by Aboriginal and Torres Strait Islander peoples’ contribution to our organisation, and we commit to working with you to build a prosperous and inclusive Australia.

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FORWARD

We are delighted to present Crown's Gender Action Plan (GAP) 2025-2028; a comprehensive framework designed to advance gender equity and foster an inclusive workplace culture. This plan reflects our unwavering commitment to promoting gender equality, and respect across all facets of our organisation.

The development of this action plan has been informed by a rigorous and inclusive process, drawing upon a multitude of sources and inputs. We have carefully considered various frameworks and indicators, ensuring alignment with leading industry standards, best practices, and Crown's strategic vision. Specifically, our approach has been guided by:

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1. Workplace Gender Equality Agency (WGEA)'s Six Gender Equity Indicators: Leveraging the expertise and insights provided by the Workplace Gender Equality Agency, we have incorporated the six gender equity indicators into our planning process to drive meaningful progress in areas such as leadership, pay equity, and flexibility.
2. Australian Human Rights Commission's Respect at Work Framework: Crown is committed to fostering a culture of respect and dignity for all employees, and we have integrated principles from the framework into our action plan to address issues related to sexual and sex-based harassment, sex discrimination, hostile workplace environment, and victimisation.
3. Evaluation and reflection from Crown's previous Gender Action Plan 2020-23: Building upon the successes and learnings of our previous initiatives, we have gathered feedback from internal stakeholders and data to inform the development of targeted strategies and interventions that address specific challenges and opportunities within our organisation.
4. Feedback from our sessions with senior leaders: Engaging directly with our senior leadership team, we have captured valuable insights and perspectives to ensure that our action plan is strategically aligned with the broader goals and priorities of Crown.
5. Findings from an independent evaluation report: Incorporating research findings and recommendations from a gender report initiated by Crown – we have identified key areas for improvement and intervention to drive meaningful change and achieve our gender equity objectives.
6. Review of Crown's current People and & Culture processes and policies: Conducting a thorough review of our human resources policies and practices, we have identified opportunities to enhance transparency, fairness, and inclusivity across all aspects of the employee lifecycle.
7. Crown's gender pay gap analysis: By conducting a comprehensive analysis of our gender pay gap, we have gained valuable insights into the drivers of inequality and developed targeted strategies to address disparities and promote pay equity within our organisation.

Through the collective efforts outlined in this Gender Action Plan, we are confident that Crown will continue to lead by example in championing diversity, equity, and inclusion in the workplace. We are deeply committed to driving positive change and creating a more equitable and respectful environment for all employees.

We extend our gratitude to all those who have contributed to the development of this plan, and we look forward to working collaboratively to turn our vision into reality.

OUR COMMITMENT TO GENDER EQUITY

Great progress has been made towards realising gender equality at Crown and within our broader society, but there remains more work to be done. Crown's GAP 2025-28 outlines our commitment to further advance and promote inclusive and diverse employment at Crown, and better support and develop our team members who identify as female.

This plan is the result of consultation with internal and external stakeholders, incorporating a diverse range of voices and referring to best practice. It holds Crown accountable across four key priority areas within our Diversity and Inclusion Framework:

Diverse Vibrant Talent

In our pursuit of gender equity, we strive to attract, retain and embrace diverse teams that reflect not only the vibrancy of our guests but also the richness of various gender identities and sexual orientations within our broader communities. This will be enabled through actively seeking talent from all gender backgrounds. Crown's aim is to create a workforce that authentically represents the spectrum of identities, fostering an environment where everyone feels seen and valued.

Belong and Empower

Core to our commitment to gender equity is creating a workplace where every team member, regardless of gender identity, feels celebrated and empowered. Through awareness campaigns, training, and supportive systems and processes, we celebrate the diversity of genders to promote equal opportunity and a culture of respect. Crown's aim is for every individual, irrespective of genders or sexuality, to feel a deep sense of belonging and empowerment within our organisation.

Grow and Flourish

Our commitment to gender equity involves fostering an environment where individuals can advance their career. This includes mentorship programs, career development initiatives, and ongoing support to ensure that every team member can thrive.

Accountability and Transparency

To drive meaningful change in gender equity, Crown leadership is committed to embedding accountability for diversity and inclusion outcomes. This includes our commitment to setting clear and measurable goals, monitoring and evaluating progress through data collection and analysis, and being transparent about our achievements and areas for improvement.

Taking a collaborative and intersectional approach, Crown aims to empower all women, including First Nations women, culturally and racially marginalised (CARM) women, LGBTQ+ women and women with disabilities, irrespective of age, marital status, or socio-economic background.

Our commitment to improving outcomes for women is inclusive; we simultaneously aspire to enhance outcomes for team members of all genders, integrating equal opportunity as part of Crown's core values.

The GAP demonstrates our genuine commitment to making a difference whilst remaining transparent about our current limitations. Our goals may appear ambitious, but they are long overdue. As the executive sponsor of the Gender Agenda, I pledge to use my position to address gender inequality and best represent this portfolio.

I encourage each of you to join me in becoming effective agents of change.

David Tsai
Chief Executive Officer
Crown Resorts

OUR VISION

Our Vision is for Crown is to become a leader in promoting gender equality, through investment in women’s leadership, and decision-making. This should be reflected in our workplace and communities. We will create opportunities for people of all genders to feel represented, valued, respected, and empowered to drive positive gender equality outcomes and inspire change.

We recognise the imperative of ensuring that our approach to gender equality is inclusive of trans and gender diverse individuals. We deeply value and celebrate the vital contributions of trans and gender diverse people in the ongoing fight for gender equality. Understanding and respecting gender diversity is fundamental to fostering an inclusive environment.



UNDERSTANDING GENDER EQUALITY

Gender equality encompasses equal rights for all genders, including women, men, trans, and gender-diverse individuals, ensuring everyone has equitable access to resources, opportunities, and rewards. At Crown, our commitment is to foster an environment where everyone can freely achieve their potential while being treated with dignity, fairness, and respect.

Gender is a deeply personal aspect of identity, shaped by individual experiences and perceptions. While many individuals identify as either male or female, others may identify as a combination of both, or neither. It is essential to acknowledge that a person's gender may not always align with their assigned sex at birth.

When we refer to women in this document, it is crucial to recognise that this term encompasses trans and gender diverse team members. However, it is important to note that some of the data and research presented in this document may be limited to traditional gender binaries, primarily cisgendered and heterosexual men and women.

We acknowledge the necessity of enhancing intersectional data collection practices at Crown to ensure that the experiences of all individuals, regardless of gender identity or sexual orientation, are adequately represented and accounted for. We are committed to ongoing efforts to improve our understanding of gender diversity and promote inclusivity across all aspects of our organisation.

As a leading employer, we acknowledge our role in preventing violence, fostering economic prosperity, and promoting overall health and safety within our communities. Despite longstanding laws promoting gender equality in Australia, challenges do persist.

Gender roles and stereotypes, ingrained from birth, impact individuals of all genders, limiting opportunities for women and imposing unfair expectations on men. Even with increased workforce participation projected for women, inequality persists, particularly in part-time and casual employment, affecting economic security over their lifetimes.

Recognising and celebrating differences is crucial to individual and societal wellbeing. Diverse perspectives lead to innovative and equitable solutions, contributing to a more inclusive future. Acknowledging the many ways people experience inequality, considering factors like ethnicity and cultural grouping, disability, or social status, is essential for true gender equality. An intersectional approach is necessary to understand and address multiple forms of discrimination and privilege simultaneously.

To achieve true gender equality, collaborative efforts are imperative. Removing barriers to full and equal female participation, ensuring equal representation in decision-making roles, and addressing workplace discrimination, especially in access to flexible work, are crucial steps in our shared mission for a more equitable future.

CASE FOR CHANGE

Gender equality is a human right and precondition to social justice and social inclusion. Everyone is affected by gender inequality although not everyone experiences inequality in the same way. Benefits of gender equality are well documented with measurable gains, including improved staff wellbeing, increased organisational performance, greater innovation, better decision making and positive workplace culture.

Gender balanced leadership is better equipped to lead Crown's diverse workforce. A diverse workforce and varied perspectives from diverse teams will achieve greater innovation, generate more creative solutions and be more likely to identify and challenge biases in decision-making. Organisations prioritising inclusivity attract a broader talent pool, as seen in the Diversity Council of Australia's Inclusion@Work Index.

Examining the societal implications of gender equality is crucial for economic stability and offsetting the challenges posed by an ageing population. Women are disproportionately burdened by lower superannuation balances and a higher risk of accumulated poverty, which demands our attention. While workplaces embracing inclusivity contribute to future economic success, addressing these issues is imperative for long-term societal wellbeing.



OUR JOURNEY

Crown's first Gender Action Plan (GAP), introduced in 2019, concentrated on five primary areas: attraction and retention, promotion, development, flexibility, and cultural change and communication.

- Since the 2019 launch of Crown's GAP, Crown Melbourne implemented the Women of Crown Management Program (WOCMP), a dedicated program for high-performing, high-potential female talent in the business.
- In 2017 Crown's parental leave policy was extended to include 12 weeks of paid leave for eligible care givers.
- In 2018 Crown extended its domestic violence policy through uncapped paid leave for employees experiencing domestic violence.
- In 2021 Crown launched the Crown Care Sexual Harassment Program with a key focus on bystander action, prevention and improvement workplace culture. Providing an environment where individuals are free from unwanted behaviour, including sexual harassment.
- In 2021 Crown partnered with Circle In. A holistic platform with resources and tips to help support all parents, caregivers and our managers who are supporting employees on their parental and caregiver journey.
- Crown is an active member of Diversity Council Australia and Champions of Change Coalition.

As the philanthropic arm of Crown Resorts, the Crown Resorts Foundation provides financial and in-kind support to programs with demonstrated success in supporting women through welfare and domestic violence support, community development, education, health care and research.



ADDRESSING OUR GENDER PAY GAP

At Crown, we undertake an annual remuneration review to address pay for our salaried team members. We also review pay for team members who are on an Enterprise Agreement as part of EA negotiations. Collaborating closely with our leaders, and as part of the review we analyse gender pay equity across our business at a departmental, team and individual level. Our focus extends beyond Total Fixed Remuneration (base salary and superannuation) by encompassing Total Reward.

This comprehensive review process involves working closely with our leadership teams, as they play a pivotal role in driving progress within their respective area and more broadly across the organisation. The gender pay gap at Crown primarily stems from role distribution, particularly the concentration of men in higher-paying positions, rather than pay inequity within grades. The preponderance of senior men, influenced by historical promotion trends, inconsistency in pay decisions and immaturity in processes and frameworks, has also led to disparities in certain areas of our organisation.

This understanding has prompted a proactive approach. Significant work has been undertaken to develop robust performance and rewards frameworks, practices and policies that guide our leaders to make more informed decisions with respect to pay. We regularly examine the data and integrate systemic check-ins to ensure ongoing pay parity and transparency. This proactive stance aids our hiring managers facilitating consistency during the hiring process.



GENDER ACTION PLAN

Crown’s commitment to gender equality has been integrated into our overarching Diversity and Inclusion (D&I) framework, comprising four key pillars of focus. This commitment delineates our concerted efforts to enhance access to power, resources, and opportunities within the workplace. Our action plan highlights initiatives that we have already commenced. The internal three-year action plan is regularly updated by area stakeholders and progress reported to the board.

GOAL 1: DIVERSE VIBRANT TALENT
Our unwavering commitment to fair and inclusive talent acquisition practices plays a pivotal role in leading us toward our ambition of achieving gender equality. Embedded within our robust action plan is a resolute pledge to "engage with and recruit team members, irrespective of any personal characteristic, including gender, sexuality, disability, ethnicity, religion, or socio-economic disadvantage, to build a workforce that authentically mirrors the rich diversity of our communities." This commitment goes beyond rhetoric; it is a call to action.

NO.	INITIATIVE	ACTION
1.1	Recruit talented team members regardless of gender, sexuality, ethnicity, disability, or cultural background.	• Promote Crown's commitment to equity, diversity and inclusion in job advertisements.
		• Increase visibility through increased contribution from our female leaders, ensuring fairer representation on panels, in townhalls, within collateral and throughout key messages.
1.2	Enhance Crown's reputation as an inclusive employer of choice.	• Participate in external recognition and accreditation programs that enhance Crown's reputation as an inclusive employer of choice.
		• Enhance value proposition on Careers website and publish case studies of diverse team members.
1.3	Promote inclusive selection and hiring practices.	• Ensure talent acquisition guidelines for hiring managers are contemporary and modelled on leading practices.
		• Equip hiring managers with skills to mitigate unconscious bias in selection.
		• Embed GAP and Diversity and Inclusion vision into on-boarding information.
1.4	Conduct targeted talent acquisition.	• Revise a talent acquisition resource on how to conduct targeted searches to address underrepresentation in specific work areas (women; Indigenous peoples; cultural diversity).
		• Explore shortlisting gender targets in work areas that do not attract gender balance or diversity in applications.
1.5	Utilise data analysis and reporting for continuous improvement.	• Develop gender equity talent acquisition dashboards to monitor and report on the gender composition of applicants, shortlists and appointments, including data on applicants who identify as Aboriginal and/or Torres Strait Islander, with disability, and from diverse communities.

GENDER ACTION PLAN

GOAL 2. BELONG AND EMPOWER

Our dedication to cultivating an inclusive workplace begins with our pledge to recognise, respect, and embrace the diversity of Indigenous peoples, cultures, and knowledge within Crown. We actively engage with and celebrate this rich tapestry, reflecting our commitment to a workplace that embraces and values diversity.

Our commitment extends beyond recognition, intertwining with the organisational strategic goals as part of our evolving and enduring dedication to cultivating an inclusive workplace culture. This commitment is firmly embedded within our diversity and inclusion agenda, aligning seamlessly with the overarching organisational objectives. Central to this commitment is the promotion of a safe, respectful, and inclusive culture for all staff, free from discrimination and harassment.

NO.	INITIATIVE	ACTION
2.1	Flexible and hybrid working arrangements.	• Review policies, processes, and strategies concerning flexible work arrangements to ensure equal availability of flexibility, leave, and other supports, thereby maximising workforce participation and fostering a sense of belonging.
		• Collect and monitor data on flexible and hybrid working arrangements.
2.2	Conduct employee consultation.	• Establish Crown Women Employee Resource Groups across all properties encouraging consultation on gender equality issues and initiatives.
		• Conduct focus groups across the business for new gender equity initiatives and programs.
2.3	Provide support for parents and carers.	• Revise the parental leave policy and procedure to cultivate an inclusive workplace that promotes sustainable work-life balance for individuals of all genders throughout all family transitions.
		• Establish a family support network that connects parents and carers, including those caring for individuals with disabilities, to support team members in balancing their work and caregiving responsibilities.
		• Collect and monitor data on the duration and frequency of parental leave taken, including the percentage of parents who return to the workplace.
2.4	Provide support for team members experiencing gender-based violence.	• Establish national and local family and domestic violence networks and advisory groups to inform Crown's actions to support team members experiencing domestic violence.
		• Collaborate with community stakeholders to design capacity-building initiatives tailored for individuals impacted by family and domestic violence. These projects aim to offer support, foster personal growth, and establish a safe and empowering work environment
2.5	Ensure that access to leave is provided for parents, carers and individuals affected by family and domestic violence.	• Evaluate all leave policies, processes, and strategies to ensure inclusivity and alignment with leading practices.
		• Monitor data on type and length of leave taken to inform future initiatives.

GENDER ACTION PLAN

GOAL 3: GROW AND FLOURISH

Advancing the professional growth and development of women and gender diverse individuals is a paramount strategic initiative at Crown. We strive to systematically elevate representation, whilst placing specific emphasis on a more diverse progression into leadership positions through the establishment of precise metrics to measure and report on our progress.

NO.	INITIATIVE	ACTION
3.1	Establish mentoring programs aimed at developing women into leadership roles.	• Offer a comprehensive suite of mentoring, sponsorship, and coaching programs, both formal and informal, to include sponsorship initiatives, innovative engagement strategies, secondment opportunities, and targeted efforts to bolster promotions and retention.
		• Perform a systematic assessment of gender composition, promotion rates, and retention rates in leadership positions.
		• Identify barriers and gaps to the advancement of women into senior leadership roles.
3.2	Develop and execute talent strategies focusing on the advancement and promotion of women.	• Create talent strategies aimed at identifying and nurturing high-potential female talent to create a robust pipeline for progression into high-performance roles.
3.3	Promote financial wellbeing and literacy.	• Offer opportunities to empower women through financial awareness and education to improve their financial literacy and wellbeing.

GENDER ACTION PLAN

GOAL 4: ACCOUNTABILITY AND TRANSPARENCY

We underscore the importance of leadership accountability in championing our Gender Action Plan. Our leaders are our active sponsors committed to fostering an environment of equity and inclusion. This commitment manifests across all levels of leadership, ensuring a comprehensive approach to advancing gender equality within our organisation.

NO.	INITIATIVE	ACTION
4.1	Establish a standing gender agenda at board and executive levels.	• Appoint a gender equality executive sponsor to champion gender equity initiatives and drive organisational commitment.
		• Gather information on board gender composition to facilitate improved alignment with WGEA Gender Equality Indicator 1: gender composition of governing bodies.
		• Regularly deliver reports to all boards concerning gender equity initiatives and data, encompassing the gender pay gap, representation, as well as regulatory and compliance matters.
4.2	Implement Respect@Work legislation.	• Create a Sexual Harassment Action Plan aimed at preventing, educating, and reporting on sexual harassment in the workplace, while ensuring compliance with Positive Duty obligations under the Respect@Work legislation.
		• Monitor the reporting sexual harassment incidents to comply with WGEA Gender Equality Indicator 6: sexual harassment, harassment on the ground of sex or discrimination.
4.3	Ensure compliance with WGEA Gender Equality Indicators and reporting requirements.	• Leverage the annual WGEA report and questionnaire to devise initiatives aimed at continuous improvement and compliance, in line with the six gender equality indicators
		• Regularly perform gender pay equity analyses and communicate the results to senior leadership for ongoing monitoring and evaluation of progress.
4.4	Continue gender pay gap analysis.	• Maintain focus on gender pay gap analysis and reduce discrepancies. Maintain ongoing focus on gender pay parity via remuneration reviews, hiring and talent management practices.



Australian Bureau of Statistics, (March 2023). *Personal Safety, Australia Rates of physical and sexual assault, family and domestic violence, economic and emotional abuse, stalking, sexual harassment, and childhood abuse.*

[ABS Website](#)

Workplace Gender Equality Agency, (Nov 2023). *WGEA Gender Equality Scorecard 2022-2023.*

[WGEA Website](#)

KPMG, Diversity Council Australia & Workplace gender Equality Agency, (2018). *She's Price[d]less: The Economics of the Gender Pay Gap - Summary Report.*

[KPMG Website](#)

RELEVANT
LEGISLATION AND
REGULATIONS

National

- Fair Work Act 2009 (Cth)
- Sex Discrimination Act 1984 (Cth)
- Workplace Gender Equality Act 2012 (Cth)
- Disability Discrimination Act 1992 (Cth)
- Age Discrimination Act 2004 (Cth)
- Racial Discrimination Act 1975 (Cth)
- Work Health and Safety Act 2011 (Cth)
- Australian Human Rights Commission Act 1986 (Cth)
- Australian Human Rights Commission Regulations 1989 (Cth)

Victoria

- Gender Equality Act 2020 (Vic)
- Local Government Act 2020 (Vic)
- Charter of Human Rights and Responsibilities Act 2006 (Vic)
- Equal Opportunity Act 2010 (Vic)
- Multicultural Victoria Act 2011 (Vic)
- Racial and Religious Tolerance Act 2011 (Vic)
- Occupational Health and Safety Act 2004 (Vic)

New South Wales

- Anti-Discrimination Act 1977 (NSW)
- Multicultural NSW Act 2000 (NSW)
- Work Health and Safety Act 2011 (NSW)

Western Australia

- Equal Opportunity Act 1984 (WA)

WGEA 6 GENDER
EQUALITY
INDICATORS

The Workplace Gender Equality Act 2012 requires employers with 100 or more employees to report annually against six Gender Equality Indicators.

The six Gender Equality Indicators are listed below:

- GEI 1 – gender composition of the workforce
- GEI 2 – gender composition of governing bodies of relevant employers
- GEI 3 – equal remuneration between women and men
- GEI 4 – availability and utility of employment terms, conditions and practices relating to flexible working arrangements for employees and to working arrangements supporting employees with family or caring responsibilities
- GEI 5 – consultation with employees on issues concerning gender equality in the workplace
- GEI 6 – sexual harassment, harassment on the ground of sex or discrimination.

GEI 1 – Gender composition of the workforce

GEI 1 measures the participation rates of women, men, and non-binary employees in the workforce. This includes rates of full-time, part-time, and casual work, gender split by industry and the proportion of each gender in leadership as well as the rates of resignations, promotions, and appointments by gender.

GEI 2 – Gender composition of governing bodies of relevant employers

GEI 2 measures the gender composition of boards or governing bodies of relevant employers. It looks at the gender make-up of chairs and other members, whether employers consider gender in the selection of board members and actions taken to drive change such as time limits, targets, and policies.

GEI 3 – Equal remuneration between women and men

GEI 3 looks at the difference between the average and median remuneration of women and men and the actions employers are taking to reduce the gender pay gap.

(The gender pay gap is the difference in average earnings between women and men in the workforce. The gender pay gap is not to be confused with women and men being paid the same for the same, or comparable, job - this is equal pay. Equal pay for equal work is a legal requirement in Australia.)

GEI 4 – availability and utility of employment terms, conditions and practices relating to flexible working arrangements for employees and to working arrangements supporting employees with family or caring responsibilities

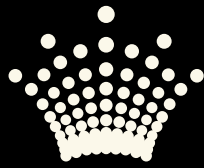
GEI 4 measures employer policies, strategies and actions relating to flexible working arrangements as well as parental, caring and family violence leave and support for employees.

GEI 5 – Consultation with employees on issues concerning gender equality in the workplace

GEI 5 measures how, when, and how often employers engage with their employees on issues of workplace gender equality.

GEI 6 – Sexual harassment, harassment on the ground of sex or discrimination

GEI 6 measures employer policies, strategies, and actions to prevent and respond to sexual harassment, harassment on the ground of sex or discrimination in the workplace.



CROWN