

2015-16 public report form submitted by Crown Melbourne Limited to the Workplace Gender Equality Agency

Organisation and contact details

Organisation registration	Legal name	Crown Melbourne Limited
	ABN	46006973262
Organisation details	ANZSIC	9201 Casino Operation
	Trading name/s	Crown Casino & Crown Ltd
	ASX code (if relevant)	
	Postal address	8 Whiteman Street SOUTHBANK VIC 3006 Australia (03) 9292 8888
Reporting structure	Organisation phone number	
	Ultimate parent	Crown Resorts Limited
	Number of employees covered in this report submission	7,445
	Other organisations reported on in this report	

Workplace profile Manager

Date submitted: 24-May-2016 16:58:19
Unique report number: vhsiei3vpw

Manager occupational categories	Reporting level to CEO	Employment status	No. of employees		
			F	M	Total employees
CEO/Head of Business in Australia	0	Full-time permanent	0	1	1
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
Key management personnel	-1	Full-time permanent	2	4	6
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
Other executives/General managers	-1	Full-time permanent	0	1	1
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
	-2	Full-time permanent	8	18	26
		Full-time contract	0	0	0
		Part-time permanent	1	0	1
		Part-time contract	0	0	0
		Casual	0	0	0
	-3	Full-time permanent	3	17	20
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
	-4	Full-time permanent	0	1	1
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
Senior Managers	-2	Full-time permanent	2	5	7
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0

Manager occupational categories	Reporting level to CEO	Employment status	No. of employees		
			F	M	Total employees
	-3	Full-time permanent	7	20	27
		Full-time contract	0	0	0
		Part-time permanent	1	0	1
		Part-time contract	0	0	0
	-4	Casual	0	0	0
		Full-time permanent	10	25	35
		Full-time contract	0	0	0
		Part-time permanent	2	1	3
	-5	Part-time contract	0	0	0
		Casual	0	0	0
		Full-time permanent	0	1	1
		Full-time contract	0	0	0
	-2	Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
		Full-time permanent	4	0	4
	-3	Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
	-4	Full-time permanent	23	20	43
		Full-time contract	0	1	1
		Part-time permanent	5	1	6
		Part-time contract	0	0	0
	-5	Casual	0	0	0
		Full-time permanent	27	79	106
		Full-time contract	0	0	0
		Part-time permanent	1	0	1
	-6	Part-time contract	0	0	0
		Casual	0	0	0
		Full-time permanent	48	129	177
		Full-time contract	0	0	0
	-5	Part-time permanent	9	1	10
		Part-time contract	0	0	0
		Casual	0	0	0
		Full-time permanent	2	5	7
	-6	Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0

Other managers

Manager occupational categories	Reporting level to CEO	Employment status	No. of employees		
			F	M	Total employees
Grand total: all managers			155	330	485

Non-manager

Non-manager occupational categories	Employment status	No. of employees (excluding graduates and apprentices)			No. of graduates (if applicable)			No. of apprentices (if applicable)			Total employees
		F	M		F	M		F	M		
Professionals	Full-time permanent	141	141		0	0		0	0		282
	Full-time contract	0	1		0	0		0	0		1
	Part-time permanent	31	2		0	0		0	0		33
	Part-time contract	0	0		0	0		0	0		0
	Casual	1	0		0	0		0	0		1
Technicians and trade	Full-time permanent	8	131		0	0		0	0		139
	Full-time contract	0	0		0	0		0	0		0
	Part-time permanent	13	19		0	0		0	0		32
	Part-time contract	0	0		0	0		0	0		0
	Casual	9	13		0	0		0	0		22
Community and personal service	Full-time permanent	619	1,158		0	0		0	0		1,777
	Full-time contract	0	1		0	0		0	0		1
	Part-time permanent	857	1,193		0	0		0	0		2,050
	Part-time contract	0	0		0	0		0	0		0
	Casual	507	577		0	0		0	0		1,084
Clerical and administrative	Full-time permanent	96	42		0	0		0	0		138
	Full-time contract	0	0		0	0		0	0		0
	Part-time permanent	18	2		0	0		0	0		20
	Part-time contract	0	0		0	0		0	0		0
	Casual	8	1		0	0		0	0		9
Sales	Full-time permanent	52	25		0	0		0	0		77
	Full-time contract	0	0		0	0		0	0		0
	Part-time permanent	5	1		0	0		0	0		6

Non-manager occupational categories	Employment status	No. of employees (excluding graduates and apprentices)		No. of graduates (if applicable)		No. of apprentices (if applicable)		Total employees
		F	M	F	M	F	M	
	Part-time contract	0	0	0	0	0	0	0
	Casual	3	0	0	0	0	0	3
	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
Machinery operators and drivers	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
	Full-time permanent	23	87	0	0	0	0	110
Labourers	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	5	7	0	0	0	0	12
	Part-time contract	0	0	0	0	0	0	0
	Casual	13	88	0	0	0	0	101
Others	Full-time permanent	245	429	4	0	16	28	722
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	129	119	0	0	0	0	248
	Part-time contract	0	0	0	0	0	0	0
	Casual	30	62	0	0	0	0	92
Grand total: all non-managers		2,813	4,099	4	0	16	28	6,960

Reporting questionnaire

Gender equality indicator 1: Gender composition of workforce

1 Do you have formal policies and/or formal strategies in place that SPECIFICALLY SUPPORT GENDER EQUALITY in relation to:

1.1 Recruitment?

- ☒ Yes (you can select policy and/or strategy options)
- ☐ Standalone policy
 - ☐ Policy is contained within another policy
 - ☐ Standalone strategy
 - ☒ Strategy is contained within another strategy
- ☐ No
- ☐ No, currently under development
 - ☐ No, insufficient human resources staff
 - ☐ No, don't have expertise
 - ☐ No, not a priority

1.2 Retention?

- ☒ Yes (you can select policy and/or strategy options)
- ☐ Standalone policy
 - ☐ Policy is contained within another policy
 - ☐ Standalone strategy
 - ☒ Strategy is contained within another strategy
- ☐ No
- ☐ No, currently under development
 - ☐ No, insufficient human resources staff
 - ☐ No, don't have expertise
 - ☐ No, not a priority

1.3 Performance management processes?

- ☐ Yes (you can select policy and/or strategy options)
- ☐ Standalone policy
 - ☐ Policy is contained within another policy
 - ☐ Standalone strategy
 - ☐ Strategy is contained within another strategy
- ☒ No
- ☐ No, currently under development
 - ☐ No, insufficient human resources staff
 - ☐ No, don't have expertise
 - ☐ No, not a priority

1.4 Promotions?

- ☐ Yes (you can select policy and/or strategy options)
- ☐ Standalone policy
 - ☐ Policy is contained within another policy
 - ☐ Standalone strategy
 - ☐ Strategy is contained within another strategy
- ☐ No
- ☒ No, currently under development
 - ☐ No, insufficient human resources staff
 - ☐ No, don't have expertise
 - ☐ No, not a priority

1.5 Talent identification/identification of high potentials?

- ☒ Yes (you can select policy and/or strategy options)

- ☐ Standalone policy
- ☐ Policy is contained within another policy
- ☐ Standalone strategy
- ☒ Strategy is contained within another strategy
- ☐ No
- ☐ No, currently under development
- ☐ No, insufficient human resources staff
- ☐ No, don't have expertise
- ☐ No, not a priority

1.6 Succession planning?

- ☒ Yes (you can select policy and/or strategy options)
 - ☐ Standalone policy
 - ☐ Policy is contained within another policy
 - ☐ Standalone strategy
 - ☒ Strategy is contained within another strategy
- ☐ No
- ☐ No, currently under development
- ☐ No, insufficient human resources staff
- ☐ No, don't have expertise
- ☐ No, not a priority

1.7 Training and development?

- ☒ Yes (you can select policy and/or strategy options)
 - ☐ Standalone policy
 - ☐ Policy is contained within another policy
 - ☐ Standalone strategy
 - ☒ Strategy is contained within another strategy
- ☐ No
- ☐ No, currently under development
- ☐ No, insufficient human resources staff
- ☐ No, don't have expertise
- ☐ No, not a priority

1.8 Resignations?

- ☐ Yes (you can select policy and/or strategy options)
 - ☐ Standalone policy
 - ☐ Policy is contained within another policy
 - ☐ Standalone strategy
 - ☐ Strategy is contained within another strategy
- ☒ No
- ☐ No, currently under development
- ☐ No, insufficient human resources staff
- ☐ No, don't have expertise
- ☐ No, not a priority

1.9 Key performance indicators for managers relating to gender equality?

- ☐ Yes (you can select policy and/or strategy options)
 - ☐ Standalone policy
 - ☐ Policy is contained within another policy
 - ☐ Standalone strategy
 - ☐ Strategy is contained within another strategy
- ☒ No
- ☐ No, currently under development
- ☐ No, insufficient human resources staff
- ☐ No, don't have expertise
- ☐ No, not a priority

1.10 Gender equality overall?

- ☒ Yes (you can select policy and/or strategy options)

- ☐ Standalone policy
☒ Policy is contained within another policy
☐ Standalone strategy
☒ Strategy is contained within another strategy
- ☐ No
☐ No, currently under development
☐ No, insufficient human resources staff
☐ No, don't have expertise
☐ No, not a priority

1.11 You may provide details of other formal policies or formal strategies that specifically support gender equality that may be in place:

In 2015, Crown Resorts CEO Rowen Craigie was invited by the Victorian Equal Opportunity and Human Rights Commissioner to join the Victorian Male Champions of Change. Through this new membership Crown will continue to explore strategies to reduce gender inequality in Australian workplaces and will implement relevant actions arising out of this program.

1.12 In the table below, please provide the NUMBER of new appointments made during the reporting period (by gender and manager/non-manager categories). This should include appointments from both external and internal sources such that if an existing employee is appointed to another role within the organisation (promotion or not), they would need to be included.

All appointments need to be included regardless of how they were made, for example through recruitment exercises, cold canvassing, previously-submitted resumes.

	Managers		Non-managers	
	Female	Male	Female	Male
NUMBER of appointments made	11	12	785	1152

1.13 In the table below, please provide the NUMBER of employees who were awarded promotions during the reporting period (by gender, employment status and manager/non-manager categories).

('Promotion' means where a person has advanced or been raised to a higher office or rank on an ongoing basis. Temporary higher duties are not considered a promotion. This does not typically include movement within a salary band unless it involves a move to higher office or rank.)

	Managers		Non-managers	
	Female	Male	Female	Male
Permanent/ongoing full-time employees	34	66	109	134
Permanent/ongoing part-time employees	1	0	18	20
Fixed-term contract full-time employees	2	1	1	3
Fixed-term contract part-time employees	0	0	0	0
Casual employees	0	0	4	7

1.14 In the table below, please provide the NUMBER of employees who have resigned during the reporting period (by gender, employment status, and manager/non-manager categories).

('Resigned' refers to employees who have given up their employment voluntarily, not those who are subject to employer-initiated terminations or redundancies.)

	Managers		Non-managers	
	Female	Male	Female	Male

	Managers		Non-managers	
	Female	Male	Female	Male
Permanent/ongoing full-time employees	13	34	152	183
Permanent/ongoing part-time employees	2	1	174	270
Fixed-term contract full-time employees	0	1	9	5
Fixed-term contract part-time employees	0	0	1	1
Casual employees	0	0	167	192

1.15 Should you wish to provide additional information on any of your responses under gender equality indicator 1, please do so below:

Gender equality indicator 2: Gender composition of governing bodies

2 Your organisation, or organisations you are reporting on, will have a governing body/board as defined in the Workplace Gender Equality Act 2012 (Act). (In the Act, a governing body is defined as "the board of directors, trustees, committee of management, council or other governing authority of the employer".) For the purposes of reporting under the Act, this question relates to the ultimate or 'highest' governing body for your organisation. NB: if your governing body/board is located overseas, it still needs to be included.

☐ For private or publicly listed companies, you will have one or more directors or a board of directors.

☐ For trusts, the trustee is the governing body/board.

☐ For partnerships, the governing body/board is likely to comprise all or some (if elected) partners.

☐ For organisations whose governing body/board is the same as their parent entity's governing body/board, it is still deemed to have a governing body/board.

☐ For religious structures, you may have a canonical advisor, bishop or archbishop.

☐ For other structures that do not fall into any of the above categories, your committee of management would be considered your governing body/board.

2.1 Please complete the table below, ensuring data entered is based on the instructions in each column header. For each organisation, enter the number of women and men on that governing body/board (not percentage). If a target has been set to increase the representation of women on any of the governing bodies listed, please indicate the % target and the year it is to be reached.

If your organisation's governing body/board is the same as your parent entity's governing body/board, you will need to enter your organisation's name but the details of your parent entity's governing body/board in the table below.

Organisation name	Gender and NUMBER of chairperson/s (NOT percentage)	Gender and NUMBER of other governing body/board members (NOT percentage)	% target for representation of women on each governing body/board	Year to be reached
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		F (Chair)	M (Chair)	F	M	(enter 0 if no target has been set, or enter a % between 1- 100)	(in YYYY format; if no target has been set, leave blank)
01	Crown Resorts	0	1	2	8	0	
02							
03							
04							
05							
06							
07							
08							
09							
10							
11							
12							
13							
14							
15							
16							
17							
18							
19							
20							
21							
22							
23							
24							
25							
26							

27							
28							
29							
30							

2.2 If a target relating to the representation of women has not been set for any of the governing bodies listed above, you may specify why below:

- ☐ Governing body/board has gender balance (e.g. 40% women/40% men/20% either)
☐ Currently under development
☐ Insufficient human resources staff
☐ Don't have expertise
☐ Do not have control over governing body/board appointments (provide details why):

☐ Not a priority

☒ Other (provide details):

Crown Resorts set a target of at least 2 female board members and this was achieved in 2013.

2.3 Do you have a formal selection policy and/or formal selection strategy for governing body/board members for ALL organisations covered in this report?

☒ Yes (you can select policy and/or strategy options)

- ☐ Standalone policy
☐ Policy is contained within another policy
☐ Standalone strategy
☒ Strategy is contained within another strategy

☐ No

☐ No, in place for some governing bodies/boards

☐ No, currently under development

☐ No, insufficient human resources staff

☐ No, do not have control over governing body/board appointments (provide details why):

☐ No, don't have expertise

☐ No, not a priority

☐ No, other (provide details):

2.4 Partnership structures only: (only answer this question if your organisation operates under a partnership structure, ie is NOT an incorporated entity (ie Pty Ltd, Ltd or Inc), or an unincorporated entity).

Please enter the total number of female and male equity partners (excluding the managing partner) in the following table against the relevant WGEA standardised manager definitions. Non-equity (salaried) partners need to be included in your workplace profile.

Details of your managing partner should be included separately in the CEO row of your workplace profile.

NB: Please ensure that the composition of your governing body/board (which may include all or some of your equity partners below) is also entered in question 2.1.

	Full-time females	Part-time females	Full-time males	Part-time males
Equity partners who ARE key management personnel (KMPs) (excluding your managing partner)				
Equity partners who are "Other"				

	Full-time females	Part-time females	Full-time males	Part-time males
executives/General managers"				
Equity partners who are "Senior managers"				
Equity partners who are "Other managers"				

2.5 Should you wish to provide additional information on any of your responses under gender equality indicator 2, please do so below:

The Selction Procedure for director nomination was amended as at 30 June 2015 to require that the nomination and remuneration committee (on behalf of the board) consider the effect that a proposed director candidate would have on the overall balance and composition of the Board, including by reference to the Crown Board Skills Matrix which sets out the mix of skills and experience of the Board and the extent to which those skills are currently represented on the Board and each of its committees.

Gender equality indicator 3: Equal remuneration between women and men

3 Do you have a formal policy and/or formal strategy on remuneration generally?

- ☒ Yes (you can select policy and/or strategy options)
- ☐ Standalone policy
 - ☐ Policy is contained within another policy
 - ☒ Standalone strategy
 - ☐ Strategy is contained within another strategy

- ☐ No
- ☐ No, currently under development
 - ☐ No, insufficient human resources staff
 - ☐ No, included in workplace agreement
 - ☐ No, don't have expertise
 - ☐ No, salaries set by awards or industrial agreements
 - ☐ No, non-award employees paid market rate
 - ☐ No, not a priority
 - ☐ No, other (provide details):

3.1 Are specific gender pay equity objectives included in your formal policy and/or formal strategy?

- ☒ Yes (provide details in questions 3.2 and/or 3.3 below)
- ☐ No
- ☐ No, currently under development
 - ☐ No, insufficient human resources staff
 - ☐ No, don't have expertise
 - ☐ No, salaries set by awards or industrial agreements
 - ☐ No, non-award employees are paid market rate
 - ☐ No, not a priority
 - ☐ No, other (provide details):

3.2 You have answered yes to question 3.1. Please indicate whether your formal policy or formal strategy includes the following gender pay equity objectives (more than one option can be selected):

- ☐ To achieve gender pay equity
- ☐ To ensure no gender bias occurs at any point in the remuneration review process (for example at commencement, at annual salary reviews, out-of-cycle pay reviews, and performance pay reviews)
- ☐ To be transparent about pay scales and/or salary bands

- ☐ To ensure managers are held accountable for pay equity outcomes
- ☐ To implement and/or maintain a transparent and rigorous performance assessment process
- ☒ Other (Please provide details in question 3.3 below)

3.3 Provide details of other gender pay equity objectives that are included in your formal policy or formal strategy including timeframes for achieving these objectives:
Crown has committed to conducting a review on an annual basis of the remuneration for key roles within the group to ascertain the existence of any gender pay gaps and to implement action plans to address any such gaps. Crown will continue to monitor and maintain vigilance on gender pay equity and focus on ensuring female representation in all areas of the business, including areas where the market attracts a high salary.
Crown Resorts has a combination of employees paid by Awards, Enterprise Agreements or non-Award and non-Enterprise Agreement employees who are paid at the 50th percentile of the market rate. There are also formal and defined procedures for remuneration practise, and full documentation on all decisions.

4 Has a gender remuneration gap analysis been undertaken? (This is a payroll analysis to determine whether there are any gaps between what women and men are paid.)

- ☒ Yes. When was the most recent gender remuneration gap analysis undertaken?
 - ☒ Within last 12 months
 - ☐ Within last 1-2 years
 - ☐ More than 2 years ago but less than 4 years ago
 - ☐ Other (provide details):

- ☐ No
- ☐ No, currently under development
- ☐ No, insufficient human resources staff
- ☐ No, don't have expertise
- ☐ No, salaries for ALL employees (including managers) are set by awards or industrial agreements, AND there is no room for discretion in pay changes (for example because pay increases occur only when there is a change in tenure or qualifications)
- ☐ No, salaries for SOME or ALL employees (including managers) are set by awards or industrial agreements and there IS room for discretion in pay changes (because pay increases can occur with some discretion such as performance assessments)
- ☐ No, non-award employees are paid market rate
- ☐ No, not a priority
- ☐ No, other (provide details):

4.01 Should you wish to provide details on the type of gender remuneration gap analysis that has been undertaken (for example like-for-like, organisation-wide), please do so below:

4.1 Were any actions taken as a result of your gender remuneration gap analysis?

- ☐ Yes - please indicate what actions were taken (more than one option can be selected):
 - ☐ Created a pay equity strategy or action plan
 - ☐ Identified cause/s of the gaps
 - ☐ Reviewed remuneration decision-making processes
 - ☐ Analysed commencement salaries by gender to ensure there are no pay gaps
 - ☐ Analysed performance ratings to ensure there is no gender bias (including unconscious bias)
 - ☐ Analysed performance pay to ensure there is no gender bias (including unconscious bias)
 - ☐ Trained people-managers in addressing gender bias (including unconscious bias)
 - ☐ Set targets to reduce any like-for-like gaps
 - ☐ Set targets to reduce any organisation-wide gaps
 - ☐ Reported pay equity metrics (including gender pay gaps) to the governing body/board
 - ☐ Reported pay equity metrics (including gender pay gaps) to the executive

- ☐ Reported pay equity metrics (including gender pay gaps) to all employees
- ☐ Reported pay equity metrics (including gender pay gaps) externally
- ☐ Corrected like-for-like gaps
- ☐ Conducted a gender-based job evaluation process
- ☐ Implemented other changes (provide details):

- ☐ No
- ☒ No unexplainable or unjustifiable gaps identified
- ☐ No, currently under development
- ☐ No, insufficient human resources staff
- ☐ No, don't have expertise
- ☐ No, salaries set by awards or industrial agreements
- ☐ No, non-award employees are paid market rate
- ☐ No, unable to address cause/s of gaps (provide details why):

- ☐ No, not a priority
- ☐ No, other (provide details):

4.2 Should you wish to provide additional information on any of your responses under gender equality indicator 3, please do so below:

In FY15 Crown's Australian Resorts Classification Framework was established. The new framework provides:

- A rigorous framework that delivers defensible pay outcomes;
- A consistent application of logic, recognising relatives across positions to ensure the establishment and maintenance of internal pay equity, ensuring like for like consistency, regardless of demographic variables like gender, age and tenure; and
- A system which not only supports pay outcomes, but also identifies career, training and associated development pathways within Crown.

Within this framework, Crown conducted a review on key roles within the group, specifically the top grade levels, which encompass the Business Operation Teams and Executives. In some areas the initial review suggested there may have been a gender pay gap within a grade level, although after further analysis it was recognised that at each grade level there were roles that spanned across varying markets. Having then adjusted for these markets, it indicated there were no significant gender pay gaps.

Gender equality indicator 4: Flexible working and support for employees with family and caring responsibilities

5 Do you provide employer funded paid parental leave for PRIMARY CARERS, in addition to any government funded parental leave scheme for primary carers?

☐ Yes. (Please indicate how employer funded paid parental leave is provided to the primary carer):

- ☐ By paying the gap between the employee's salary and the government's paid parental leave scheme
- ☐ By paying the employee's full salary (in addition to the government's paid scheme), regardless of the period of time over which it is paid. For example, full pay for 12 weeks or half pay for 24 weeks
- ☐ As a lump sum payment (paid pre- or post- parental leave, or a combination)

- ☐ No
- ☒ No, currently being considered
- ☐ No, insufficient human resources staff
- ☐ No, government scheme is sufficient
- ☐ No, don't know how to implement
- ☐ No, not a priority
- ☐ No, other (provide details):

6 Do you provide employer funded paid parental leave for **SECONDARY CARERS**, in addition to any government funded parental leave scheme for secondary carers?

- ☐ Yes, one week or greater (please go to 6.1)
☐ Yes, less than one week (please go to 6.2)
☐ No
☒ No, currently being considered
☐ No, insufficient human resources staff
☐ No, government scheme is sufficient
☐ No, don't know how to implement
☐ No, not a priority
☐ No, other (provide details):

7 How many female and male managers, and female and male non-managers, have utilised parental leave (paid and/or unpaid) during the past reporting period (this is to include employees still on parental leave who commenced this leave in another reporting period)?

	Primary carer's leave		Secondary carer's leave	
	Female	Male	Female	Male
Managers	7	0	0	1
Non-managers	102	0	0	9

8 Provide the **NUMBER** of employees who, during the reporting period, ceased employment during, or at the end of, parental leave (by gender and manager/non-manager categories).

This includes employees on parental leave that had commenced in another reporting period. Include situations where the parental leave was taken continuously with any other leave type. For example, a person may have utilised paid/unpaid parental leave, annual leave or other unpaid leave during a single block of 'parental leave'.

'Ceased employment' means anyone who has exited the organisation for whatever reason, including resignations, redundancies and dismissals.

	Female	Male
Managers	0	0
Non-managers	4	2

9 Do you have a formal policy and/or formal strategy on flexible working arrangements?

- ☒ Yes (you can select policy and/or strategy options)
☐ Standalone policy
☒ Policy is contained within another policy
☐ Standalone strategy
☐ Strategy is contained within another strategy
☐ No
☐ No, currently under development
☐ No, insufficient human resources staff
☐ No, included in workplace agreement
☐ No, don't have expertise
☐ No, don't offer flexible arrangements
☐ No, not a priority
☐ No, other (provide details):

10 Do you have a formal policy and/or formal strategy to support employees with family or caring responsibilities?

- ☒ Yes (you can select policy and/or strategy options)
☒ Standalone policy

- ☐ Policy is contained within another policy
- ☐ Standalone strategy
- ☐ Strategy is contained within another strategy
- ☐ No
- ☐ No, currently under development
- ☐ No, insufficient human resources staff
- ☐ No, included in workplace agreement
- ☐ No, don't have expertise
- ☐ No, not a priority
- ☐ No, other (provide details):

11 Do you have any non-leave based measures to support employees with family or caring responsibilities (e.g. employer-subsidised childcare, breastfeeding facilities, referral services)?

- ☒ Yes
- ☐ No
- ☐ No, currently under development
- ☐ No, insufficient human resources staff
- ☐ No, don't have expertise
- ☐ No, not a priority
- ☐ No, other (provide details):

11.1 Please indicate what measures are in place and if they are available at all worksites (where only one worksite exists, for example a head-office, please select "Available at all worksites"):

- ☐ Employer subsidised childcare
 - ☐ Available at some worksites only
 - ☐ Available at all worksites
- ☐ On-site childcare
 - ☐ Available at some worksites only
 - ☐ Available at all worksites
- ☒ Breastfeeding facilities
 - ☒ Available at some worksites only
 - ☐ Available at all worksites
- ☐ Childcare referral services
 - ☐ Available at some worksites only
 - ☐ Available at all worksites
- ☐ Internal support networks for parents
 - ☐ Available at some worksites only
 - ☐ Available at all worksites
- ☐ Return to work bonus (only select this option if the return to work bonus is NOT the balance of paid parental leave when an employee returns from leave).
 - ☐ Available at some worksites only
 - ☐ Available at all worksites
- ☒ Information packs to support new parents and/or those with elder care responsibilities
 - ☐ Available at some worksites only
 - ☒ Available at all worksites
- ☐ Referral services to support employees with family and/or caring responsibilities
 - ☐ Available at some worksites only
 - ☐ Available at all worksites
- ☒ Targeted communication mechanisms, for example intranet/ forums
 - ☐ Available at some worksites only
 - ☒ Available at all worksites
- ☐ Support in securing school holiday care
 - ☐ Available at some worksites only
 - ☐ Available at all worksites
- ☐ Coaching for employees on returning to work from parental leave
 - ☐ Available at some worksites only

- ☐ Available at all worksites
- ☐ Parenting workshops targeting mothers
 - ☐ Available at some worksites only
 - ☐ Available at all worksites
- ☐ Parenting workshops targeting fathers
 - ☐ Available at some worksites only
 - ☐ Available at all worksites
- ☐ None of the above, please complete question 11.2 below

11.2 Please provide details of any other non-leave based measures that are in place and whether they are available at all worksites.

12 Do you have a formal policy and/or formal strategy to support employees who are experiencing family or domestic violence?

- ☒ Yes (you can select policy and/or strategy options)
 - ☒ Standalone policy
 - ☐ Policy is contained within another policy
 - ☐ Standalone strategy
 - ☐ Strategy is contained within another strategy
- ☐ No
- ☐ No, currently under development
- ☐ No, insufficient human resources staff
- ☐ No, included in workplace agreement
- ☐ No, not aware of the need
- ☐ No, don't have expertise
- ☐ No, not a priority
- ☐ No, other (please provide details):

13 Other than a policy and/or strategy, do you have any measures to support employees who are experiencing family or domestic violence?

- ☒ Yes - please indicate the type of measures in place (more than one option can be selected):
 - ☒ Employee assistance program (including access to a psychologist, chaplain or counsellor)
 - ☐ Training of key personnel
 - ☐ A domestic violence clause is in an enterprise agreement or workplace agreement
 - ☒ Workplace safety planning
 - ☐ Access to paid domestic violence leave (contained in an enterprise/workplace agreement)
 - ☐ Access to unpaid domestic violence leave (contained in an enterprise/workplace agreement)
 - ☒ Access to paid domestic violence leave (not contained in an enterprise/workplace agreement)
 - ☐ Access to unpaid leave
 - ☒ Confidentiality of matters disclosed
 - ☒ Referral of employees to appropriate domestic violence support services for expert advice
 - ☒ Protection from any adverse action or discrimination based on the disclosure of domestic violence
 - ☒ Flexible working arrangements
 - ☐ Provide financial support (e.g. advance bonus payment or advanced pay)
 - ☒ Offer change of office location
 - ☐ Emergency accommodation assistance
 - ☐ Access to medical services (e.g. doctor or nurse)
 - ☐ Other (provide details):
- ☐ No
- ☐ No, currently under development

- ☐ No, insufficient human resources staff
- ☐ No, not aware of the need
- ☐ No, don't have expertise
- ☐ No, not a priority
- ☐ No, other (provide details):

14 Please tick the checkboxes in the table below to indicate which employment terms, conditions or practices are available to your employees (please note that not ticking a box indicates that a particular employment term, condition or practice is not in place):

	Managers				Non-managers			
	Female		Male		Female		Male	
	Formal	Informal	Formal	Informal	Formal	Informal	Formal	Informal
Flexible hours of work	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Compressed working weeks	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Time-in-lieu	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Telecommuting	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Part-time work	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Job sharing	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Carer's leave	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Purchased leave	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Unpaid leave	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

14.1 If there are any other employment terms, conditions or practices that are available to your employees, you may provide details of those below:

Crown Melbourne provides a couples roster whereby employee couples are able to request to have their rosters amended to allow them to be either rostered on at the same time, or at different times to ensure one member of the employee couple is at home for caring responsibilities.

All non-managers who are covered by an enterprise agreement at Crown Melbourne, which are the majority of our employees, have a range of options available to them to enhance flexibility within their rosters. These include Shift Swaps, shift give-aways and pick-ups, and Requested Rostered Days Off (RDO). A Shift Swap is where an employee can swap their shift with another employee in the same role. A shift give-away is where an employee can give away their shift to another employee and/ or pick up additional shifts that suit them. Requested RDOs are when an employee requests specific days throughout the year to be a rostered day off.

These options essentially allows all of our frontline employees to write their own roster.

This same group of employees also have access to 2 weeks per year of leave without pay that they can utilise without having to exhaust any other forms of leave.

14.2 Where employment terms, conditions or practices are not available to your employees for any of the categories listed above, you may specify why below:

- ☐ Currently under development
- ☐ Insufficient human resources staff
- ☐ Don't have expertise
- ☐ Not a priority
- ☐ Other (provide details):

14.3 Should you wish to provide additional information on any of your responses under gender equality indicator 4, please do so below:

Gender equality indicator 5: Consultation with employees on issues concerning gender equality in the workplace

15 Have you consulted with employees on issues concerning gender equality in your workplace?

☒ Yes

☐ No

☐ No, not needed (provide details why):

☐ No, insufficient human resources staff

☐ No, don't have expertise

☐ No, not a priority

☐ No, other (provide details):

15.1 How did you consult with employees on issues concerning gender equality in your workplace (more than one option can be selected)?

☐ Survey

☒ Consultative committee or group

☒ Focus groups

☐ Exit interviews

☐ Performance discussions

☐ Other (provide details):

15.2 Please indicate what categories of employees you consulted.

☐ All staff

☐ Women only

☐ Men only

☐ Human resources managers

☐ Management

☒ Employee representative group(s)

☐ Diversity committee or equivalent

☐ Women and men who have resigned while on parental leave

☒ Other (provide details):

The CEO - Crown Resorts, Rowen Craigie met with executives, senior management and middle-to-senior management high potential employees from across the business to consult through Listen and Learn focus groups as part of the role he plays through the Male Champions of Change initiative.

15.3 Should you wish to provide additional information on any of your responses under gender equality indicator 5, please do so below:

Gender equality indicator 6: Sex-based harassment and discrimination

16 Do you have a formal policy and/ or formal strategy on sex-based harassment and discrimination prevention?

☒ Yes (you can select policy and/or strategy options)

☐ Standalone policy

☒ Policy is contained within another policy

☐ Standalone strategy

- ☐ Strategy is contained within another strategy
- ☐ No
- ☐ No, currently under development
- ☐ No, insufficient human resources staff
- ☐ No, included in workplace agreement
- ☐ No, don't have expertise
- ☐ No, not a priority
- ☐ No, other (provide details):

16.1 Do you include a grievance process in any sex-based harassment and discrimination prevention policy and/or strategy?

- ☒ Yes
- ☐ No
- ☐ No, currently under development
- ☐ No, insufficient human resources staff
- ☐ No, don't have expertise
- ☐ No, not a priority
- ☐ No, other (provide details):

17 Does your workplace provide training for all managers on sex-based harassment and discrimination prevention?

☒ Yes - please indicate how often this training is provided ('At induction' AND one of the other options can be selected):

- ☒ At induction
- ☐ At least annually
- ☒ Every one-to-two years
- ☐ Every three years or more
- ☐ Varies across business units
- ☐ Other (provide details):

- ☐ No
- ☐ No, currently under development
- ☐ No, insufficient human resources staff
- ☐ No, don't have expertise
- ☐ No, not a priority
- ☐ No, other (provide details):

17.1 Should you wish to provide additional information on any of your responses under gender equality indicator 6, please do so below:

Crown Melbourne has formed a taskforce to specifically address bullying and harassment in the workplace. This taskforce consists of a union organiser, and a group of employees from across the business, working alongside management to review all existing frameworks, policies and training. After a period of 6 months, this taskforce has come forward with a report summarising the review with recommendations. Sex-based harassment has formed part of this taskforce and has been reviewed.

Other

18 Should you wish to provide details of any initiatives that you feel are particularly outstanding, or that have resulted in improved gender equality outcomes in your workplace, please enter this information below. (As with all of the questions in this questionnaire, any information you provide here will appear in your public report.)

Crown's CEO - Crown Resorts, Rowen Craigie, has joined the Victorian Chapter of the Male Champions of Change (MCC), which is a group of influential men who work together to advance gender equality within their organisations and more broadly across society. Rowen

was invited to join this group by the Victorian Equal Opportunity and Human Rights Commissioner who also invited 22 Victorian male CEOs and other high profile men from business, politics, government and academia to form the Victorian MCC. Earlier this year Crown Melbourne also introduced a Women of Crown Management Program, which is a development program specifically targeting our high achieving and high potential female leaders within the business to prepare them for future leadership opportunities. This initiative was introduced to address the gender balance in our highest levels of the organisation.

Gender composition proportions in your workplace

Important notes:

1. Proportions are based on the data contained in your workplace profile and reporting questionnaire.
2. Some proportion calculations will not display until you press **Submit** at step 6 on the reporting page in the portal. When your CEO signs off the report prior to it being submitted, it is on the basis that the proportions will only reflect the data contained in the report.
3. If any changes are made to your report after it has been submitted, the proportions calculations will be refreshed and reflect the changes **after** you have pressed **Re-submit** at step 6 on the reporting page.

Based upon your workplace profile and reporting questionnaire responses:

Gender composition of workforce

1. the gender composition of your workforce overall is 40.1% females and 59.9% males.

Promotions

2. 42.2% of employees awarded promotions were women and 57.8% were men
 - i. 35.6% of all manager promotions were awarded to women
 - ii. 44.6% of all non-manager promotions were awarded to women.
3. 32.5% of your workforce was part-time and 9.8% of promotions were awarded to part-time employees.

Resignations

4. 43.0% of employees who resigned were women and 57.0% were men
 - i. 29.4% of all managers who resigned were women
 - ii. 43.6% of all non-managers who resigned were women.
5. 32.5% of your workforce was part-time and 37.3% of resignations were part-time employees.

Employees who ceased employment before returning to work from parental leave

- i. 3.7% of all women who utilised parental leave and ceased employment before returning to work
- ii. 20.0% of all men who utilised parental leave and ceased employment before returning to work
- iii. 0.0% of all managers who utilised parental leave and ceased employment before returning to work were women
- iv. 3.6% of all non-managers who utilised parental leave and ceased employment before returning to work were women.

Notification and access

List of employee organisation s	1. United Voice Union;
	2. The Communications, Electrical, Electronic, Energy, Information, Postal, Plumbing and Allied Services Union of Australia (the "CEPU") - Electrical Trades Union division;
	3. The Communications, Electrical, Electronic, Energy, Information, Postal, Plumbing and Allied Services Union of Australia (the "CEPU") - Plumbing Trades Employees Union division; and
	4. The Construction Forestry Mining and Energy Union (the "CFMEU").

CEO sign off confirmation

Name of CEO or equivalent

Barry Felstead

Confirmation CEO has signed the report

Yes

CEO Signature:



Date: 24/5/16