

Crown Resorts Limited

Corporate Social Responsibility Report 2013



**CROWN
RESORTS**

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Awards and Recognition



2013 Victorian Employer of the Year at the Victorian Government's Training Awards



2012 Victorian Training Award in the Apprentice Development category



Recommended Employer award at the 2012 Australian Business Awards



Community Contribution award at the 2012 Australian Business Awards



Organisational and Staff Development award at the Learning and Technology Impact Awards



Victorian Training Employer of the Year Award



Australian Human Resources Institute Success Factors Team Award



Victorian Tourism's Tourism Education and Training Award



Financial Review BOSS Magazine Most Respected Companies for 2012

Community and Project Partners



NSW Branch



Crown Resorts has graduated approximately

6,000

apprentices and trainees since inception



Crown's Melbourne and Perth resorts provide employment for approximately **15,000 people**

More than **25 million** visits to Crown's Melbourne & Perth resorts in F13



Crown is investing **\$2.7b** in tourism infrastructure from F09-F16

Crown's carbon emissions decreased by **2.9%** despite increasing the size of both resorts



Crown's Training Achievements: **400,000** hours of training provided to Crown employees in F13

Crown Melbourne recycled **240 tonnes** of playing cards in F13





Reconciliation Australia

Crown's partnership with Reconciliation Australia:

'Crown has had an extensive Indigenous Employment Strategy in place for a number of years, and through their RAP (Reconciliation Action Plan), will also build opportunities for Aboriginal and Torres Strait Islander businesses... Reconciliation Australia thanks Crown for its commitment and contribution to reconciliation.'

Leah Armstrong, CEO,
Reconciliation Australia



NATIONAL CENTRE OF **INDIGENOUS** EXCELLENCE

Crown's partnership with National Centre of Indigenous Excellence:

'Crown's commitment to training and good quality jobs for Indigenous Australians, that was special for us.'

Jason Glanville, CEO, National Centre of Indigenous Excellence, Redfern

'I commend Crown for its continued leadership in building Aboriginal employment and reconciliation efforts together with Victoria's Aboriginal community.'

The Honourable Jeanette Powell, Victorian Minister for Aboriginal Affairs, 14 August 2013

Our Corporate Social Responsibility Commitment:



While Crown has always focussed on creating value for its stakeholders, we are increasingly aware of our social and environmental responsibilities. As such, for many years, Crown has been incorporating socially responsible business practices into its operations. The Board believes that this approach leads to improved innovation, risk management, cost savings and performance that drive shareholder returns. Importantly it also ensures that we meet our obligations to the communities in which we operate.

Crown seeks to act responsibly in all of its activities, recognising that a company is assessed not only on its financial performance but also by its standards of corporate governance, the conduct of its employees, the quality of its workplace, its environmental footprint and level of community engagement. By focussing on these measures, Crown will ensure more sustainable business growth.

The Board is committed to promoting Corporate Social Responsibility (CSR) initiatives across the business. To oversee Crown's commitment, the Board established a dedicated CSR Board Committee, chaired by The Honourable Helen Coonan. The CSR Board Committee will support and promote continuous improvement in Crown's CSR performance.

As well, this year we have produced Crown's first CSR report that compiles all relevant practices implemented across our Australian resorts. This report outlines the business-wide initiatives and projects that are contributing to Crown's more sustainable path for future growth. **Crown is proud of the improvements we have made towards more sustainable business practices** and this report will serve as the baseline for future corporate, environmental and community commitments.

Our Employees Make the Difference:

Receiving over 25 million visits a year, Crown's Melbourne and Perth resorts are two of the most visited tourist destinations in Australia.

Ensuring that world-class service is provided to all visitors, is a workforce of approximately 15,000 people. This makes Crown Melbourne and Crown Perth the largest private sector single-site employers in their respective states.

We recognise that our employees are our most valuable asset and, as such, dedicate significant resources to their development. Crown has an outstanding record in employee training at both our Melbourne and Perth resorts. **Crown has a \$10 million dedicated training facility in Melbourne, and across both resorts to date approximately 6,000 apprentices and trainees have graduated with nationally accredited qualifications.**

We are constantly working to improve the quality of the opportunities we provide our employees. **Our training and development program is widely acknowledged as a best practice model, as is our Indigenous Employment Program.**

Crown is a leader in the area of Indigenous employment. Crown was the first company to sign the Australian Employment Covenant in 2009 with an initial pledge to create 300 job opportunities for Indigenous Australians. In 2012, we revised our commitment and increased the number of opportunities we will provide for Indigenous Australians to 2,000 by 2021. We believe our



Victorian Premier, Dr Denis Napthine, meeting an Indigenous member of Crown's workforce at the launch of Crown's Reconciliation Action Plan.

community partnerships with respected organisations such as Reconciliation Australia and GenerationOne will assist us to honour this commitment.

We Support our Local Communities:

Crown recognises it can play a significant role within the community and seeks to do so by providing financial donations and employee support to a broad range of community activities, local sporting clubs and charities. Crown's contributions include sponsorship arrangements, employee time, the use of Crown facilities and donations of Crown hospitality packages. In addition, through partnerships with leading community organisations, we work to gain further support for the community service operators and charities we support.

The Crown Resorts Foundation:

The Crown Resorts Foundation, announced in September this year, will formalise Crown's community

involvement program and aggregate the range of community initiatives already being undertaken across both of our Australian resorts. As the philanthropic arm of Crown Resorts, the Foundation will provide engaged financial support to programs with demonstrated success in the areas of community welfare, education, health care and research, the arts and the environment.

On behalf of the Board, I would like to acknowledge the commitment of our employees and management on these worthy community projects. It is through their efforts and enthusiasm that Crown will become a more sustainable and responsible business, ultimately enhancing stakeholder returns.

James Packer,
Chairman, Crown Resorts Limited

Crown Resorts is Building a Global Luxury Tourism Brand



Crown is one of Australia's largest entertainment and resort groups. It has businesses and investments in the integrated resort and entertainment sectors in Australia and Macau and wholly-owns and operates a high-end casino in London.

Crown's Australian resorts in Melbourne and Perth feature over 2,300 hotel rooms, VIP villas, casinos, resort pools, luxury spas, signature restaurants and retail, convention centres and live entertainment.

Every year Crown's Australian resorts attract over 25 million visits. Crown's resorts are renowned globally, particularly in Asia, for their focus on luxury accommodation, service, quality dining and shopping experiences, and world-class gaming and entertainment facilities.

Over one third of Crown's revenue in financial year 2013 was estimated to be generated from international visitors. The majority of this revenue is from Asian patrons – predominantly Chinese. This makes Crown one of the most significant international tourism operators in Australia, with a particular focus on tourism from Asia.




In 2012, Crown engaged KPMG to conduct an assessment of Crown Melbourne and Crown Perth's contribution to the Australian economy. The results of the KPMG analysis show that both the economic value-added impact and the employment impact associated with the capital expenditure and operations in 2012 of Crown's Australian resorts are significant.

To make sure Australia can continue to compete with the best hotels and resorts in the world, Crown is investing over \$2.7 billion between financial year 2009 and financial year 2016 in upgrading and opening new attractions at its Australian resorts.

As at 30 June 2013, Crown held a 33.7% equity interest in Melco Crown Entertainment (MCE), a joint venture between Crown and Melco International Development Limited. MCE has a dual listing on the NASDAQ and the Stock Exchange of Hong Kong.

In Macau, MCE has two premium properties (City of Dreams and Altira Macau), operates the Mocha Clubs, and has a 60% equity interest in Macau Studio City, an integrated resort project on Cotai. In the Philippines, MCE, through its 69.3% owned subsidiary, Melco Crown (Philippines) Resort Corporation (MCP), has an interest in a consortium that will develop and operate an integrated resort in Manila.

Resorts

<p>Crown Melbourne Melbourne, Australia 100% owned</p>	<p>Crown Perth Perth, Australia 100% owned</p>	<p>Crown Aspinall's London, United Kingdom 100% owned</p>
		

Investments

<p>Melco Crown Macau, Special Administrative Region of the People's Republic of China 33.7% interest</p>	
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KPMG estimated that:

Source:
Economic contribution of Crown Melbourne and Crown Perth, KPMG, October 2012

Crown Melbourne directly and indirectly supports employment for more than

23,200

full time equivalents positions across the Victorian economy

Crown Perth contributed

\$800m

in economic value added

Crown Melbourne contributed

\$2.1b

in economic value added

Crown Perth directly and indirectly supports employment for more than

8,000

full time equivalent positions across the Western Australian economy

Our Partnerships Inspire Positive Change

Crown has a long-standing commitment to the communities it services.

Crown recognises it can play a significant role within the community and seeks to do so through its partnerships with leading community organisations, as well as providing assistance, donations and support to a broad range of community activities, local sporting clubs and various charities. Crown's contributions include sponsorship arrangements, employee time, use of facilities, and donations of Crown hospitality packages. As well, Crown recognises it can use its corporate profile and strategic partnerships to help gain further support for the community service operators and charities it supports and it is committed to doing so.

Crown is proud of the community partnerships with leading charities and community services operators it maintains. These partnerships include the National Centre of Indigenous Excellence (NCIE), Reconciliation Australia, The Salvation Army, Mission Australia and the New South Wales branch of United Voice.



NATIONAL CENTRE OF
INDIGENOUS EXCELLENCE

Partnership with National Centre of Indigenous Excellence, Redfern

Crown is working as a corporate partner of the NCIE, helping the successful not-for-profit organisation to undertake its vital national and local community functions.

Since its opening in 2010, the NCIE has been one of the most successful not-for-profit facilities of its type with over 14,000 Indigenous Australians from around the country attending its education, sporting and cultural programs at the campus.

NCIE has been embraced by local residents and is recognised as being an important driver of social change in the Redfern community through its programs and outstanding leisure and conferencing facilities.

The facility contains a commercial kitchen, dining facilities, class rooms and dormitories that are used by Indigenous community and commercial organisations. The facility has won numerous awards and is being viewed as a model for best practice by other states.

As part of the Crown/NCIE partnership, Crown contributes financially to the organisation and has signed an exclusive Memorandum of Understanding to provide a training facility for the proposed Crown Sydney Hotel Resort's Indigenous workforce.

The NCIE will become Crown's Indigenous training facility for its Sydney workforce. A pathway from school to employment (hospitality only) will be established by Crown and NCIE with local high schools to develop employment pathways through Crown sponsored school based traineeships.

Crown is currently helping to build employee capability and management expertise at the NCIE. NCIE staff has spent time at Crown College in Melbourne viewing the learning process. Crown will establish an exchange program for staff from both organisations to be seconded into each other's facilities to help develop the skills, business and cultural expertise of both organisations.

To this end, the Memorandum of Understanding provides an opportunity for the NCIE to become a Registered Training Organisation, Crown is assisting in the training of NCIE staff and the boosting of NCIE capacity in this area.

Given the extraordinary success of the NCIE, Crown is working with the organisation to investigate the possibility of establishing a similar training facility in Western Sydney for the local Indigenous community. Greater Western Sydney has the largest urban population of Indigenous Australians in the country and no similar facility exists in the region. Crown is working closely with the Penrith Panthers Rugby League Club to help it meet these goals.

Crown through its commercial and sponsorship agreements is helping to secure more financial and stakeholder support for the NCIE. Crown's formal relationships with the New South Wales branch of the trade union United Voice, the South Sydney District Rugby League Football Club Limited (South Sydney Rabbitohs) and the Sydney Kings Basketball Club all





include partnerships and commitments at the NCIE through mentoring, hosting of events and appearances.

While the relationship between Crown and the NCIE is less than a year old, it is having a very positive impact on the organisation, helping to attract other corporate and government support.

'Our partnership with Crown is off to a great start and we are genuinely excited about what we can achieve together and through our relationships with the growing Crown family of partners. The interchange between our two organisations brings real value to both sides and is making sure we are geared up to take full advantage of the training and employment opportunities on offer. There is no doubt that together we can change the opportunity profile of a generation of young Aboriginal and Torres Strait Islanders.'

Jason Glanville, CEO National Centre Indigenous Excellence, Redfern

The commitment of the NCIE to excellence matches the commitment of Crown and this exclusive partnership is unique in the commercial sector.

'Crown has had an extensive Indigenous Employment Strategy in place for a number of years, and through their RAP, will also build opportunities for Aboriginal and Torres Strait Islander businesses to enter their supply chain. This is an exciting area for Crown to explore given its resorts are some of the largest tourist destinations in Australia. Reconciliation Australia thanks Crown for its commitment and contributions to reconciliation.'

Leah Armstrong, CEO Reconciliation Australia, Crown's RAP brochure launch, March 2013.

Top and bottom: National Centre for Indigenous Excellence, Redfern.
Middle: Member of the Sydney Kings basketball team taking part in an activity day at the National Centre for Indigenous Excellence, Redfern.

Community Partnerships



Partnership with Reconciliation Australia – Crown’s Reconciliation Action Plan

Crown is committed to transforming its organisation to ensure it meets the needs and aspirations of its Indigenous employees and the broader Indigenous community. As one of Australia’s largest employers Crown believes it can best support the cause of reconciliation and ‘Closing the Gap’ on Indigenous inequality through the creation of real jobs and by supporting Indigenous businesses.

To help achieve these goals, Crown recently announced a partnership with Reconciliation Australia and the creation of Crown’s first Reconciliation Action Plan (RAP). Crown’s RAP was developed by Crown’s Indigenous and non-Indigenous employees under the guidelines and with the support of Reconciliation Australia.

The RAP will provide staff with an understanding of Indigenous culture and history, and help provide a road map for employment programs, career pathways, professional development and contracting at Crown.

The RAP will build on the already successful job and mentoring programs in Perth and Melbourne, making them even more focussed on individual support and cultural awareness.

‘This is a very positive and practical way forward towards true reconciliation with Aboriginal and Torres Strait Islander people. This plan will provide 2,000 employment opportunities across Crown, throughout Australia for people of Aboriginal and Torres Strait Islander background. This is a great opportunity for Aboriginal people.’

Dr Denis Napthine, Premier of Victoria, speaking at Crown’s RAP launch, 18 March 2013



Partnership with The Salvation Army

Crown has signed a Partnership Agreement with The Salvation Army (Melbourne Project 614) which commits Crown and its employees to working closely to improve the lives of the homeless and disadvantaged Australians. The Salvation Army will be the first partnership of the Crown Resorts Foundation, once established.

The Salvation Army Melbourne/Crown Partnership has been built and developed over many years of co-operative and meaningful community engagement with Crown staff volunteering their services to assist the Salvation Army Melbourne (614 project in particular) and Crown hotels have regularly donated bedding needed for the homeless.

Through this Agreement, Crown is committing \$750,000 to The Salvation Army over the next five years. Crown and The Salvation Army Melbourne will work together on several charitable projects including: the formulation of structured staff volunteering opportunities, formalising the collection and delivery of regular donations such as blankets from Crown’s hotels, providing training and employment pathways through Crown College and funding for the new ‘Night Watch’ program.

The ‘Night Watch’ program is an extension of The Salvation Army Melbourne’s successful ‘Street Teams’ program. ‘Street Teams’ operate every Friday and Saturday night throughout the Melbourne CBD and inner city, both on foot and in vehicles. The teams provide a critical service connecting with people experiencing drug and/or alcohol intoxication, separation from friends, homelessness or emotional distress.

The funding provided by Crown for ‘Night Watch’ will allow two qualified and experienced workers, along with a team of trained volunteers to provide a quick call out service for a range of enquiries such as a response to homelessness, those who are alcohol and/or drug affected and underage people needing support.

The Salvation Army is one of Australia’s most effective charitable organisations and is excited with the new opportunities this Agreement provides. Major Brendan Nottle said: *‘We are very grateful to our loyal sponsors and value our longstanding partnership with Crown, without whom, our Night Watch program would not exist. We believe that together, we can make a significant difference in the lives of those that find themselves in vulnerable and potentially critical situations.’*



Partnership with Mission Australia

As part of the project to develop the Crown Sydney Hotel Resort, Mission Australia has agreed to become a project partner with Crown. The Memorandum of Understanding signed by Crown and Mission Australia outlines their commitment to working together to provide responsible gaming support services at the proposed Crown Sydney Hotel Resort, in line with existing programs at Crown Melbourne and Crown Perth.

The Memorandum of Understanding also seeks to establish a program for Crown employees to contribute, volunteer and assist their local community through participation in suitable Mission Australia programs.



Partnership with the New South Wales branch of United Voice Trade Union

The New South Wales branch of United Voice has agreed to become a Project Partner in the Crown Sydney Hotel Resort Project and has signed a Memorandum of Understanding with Crown.

As a Project Partner, Crown will consult and work with United Voice New South Wales to deliver the Project and to develop workforce planning and training.

From its experience in running luxury resorts, Crown understands that in order to deliver six-star service, a happy and harmonious workforce is needed. A positive relationship with Crown's employees and unions has been critical to Crown's success over the years and a crucial part of the company's corporate strategy.

This Memorandum of Understanding sets a new standard for employee - employer relations in the hospitality industry and provides for much greater co-operation and consultation than a standard enterprise agreement.

United Voice will also use its industrial and in house training experience to partner with Crown and the NCIE on Indigenous employment programs. United Voice has agreed to assist in the training of Indigenous staff for the Crown Sydney Hotel Resort at the NCIE's Redfern and proposed Penrith facilities.

United Voice (New South Wales) will further work in conjunction with Crown to help build the training capacity and development of staff at the NCIE.



Crown Resorts Chairman, James Packer, welcoming Victorian Premier, Dr Denis Napthine, to the launch of Crown's Reconciliation Action Plan.

Community Partnerships



Players from the Melbourne Rebels and Melbourne Storm attend the launch of Crown Melbourne's Responsible Gambling Awareness Week.

Partnership with Sporting Clubs across Australia

Crown utilises their sporting partnerships to align sporting clubs with Crown supported community initiatives to assist in raising the profile of these causes.

For example, players from the Melbourne Storm and Melbourne Rebels participated in Crown Melbourne's launch of the 2013 Responsible Gambling Awareness Week.

Crown will continue to look for opportunities to best utilise these partnerships as its CSR goals evolve.

Crown's sponsorship of sporting clubs includes the Sydney Kings basketball team, Melbourne Rebels and Western Force Australian Rugby Union clubs, the Melbourne Storm National Rugby League club and, commencing in 2014, Crown has committed to sponsorships of the South Sydney Rabbitohs and the Penrith Panthers. In addition, Crown are proud supporters of the Australian Football League including partnerships with all AFL Victorian Clubs as well as the Fremantle Dockers and West Coast Eagles.

Charitable Donations and Event Sponsorships

Crown recognises it can play a significant role within the community and seeks to do so by providing assistance, donations, and support to a broad range of community activities, local sporting clubs, and various charities. Crown's contributions include sponsorship arrangements, employee time, use of Crown facilities, and donations of hospitality vouchers and packages (redeemable for accommodation or meals at Crown restaurants and hotels).

Crown hosts or assists with many events that promote and support charitable organisations. One such event this year was the *Autumn Ladies Lunch* Crown conducted in April to raise money for the National Breast Cancer Foundation. Held in Sydney's Guillaume at Bennelong restaurant located in the Sydney Opera House, the lunch was attended by approximately 120 of Australia's most influential women, including Her Excellency Professor Marie Bashir AC CVO, Governor of New South Wales.

As well, on Emirates Stakes Day 2012, Crown donated the use of their front row Birdcage marquee to the Starlight Children's Foundation and Ronald McDonald House Charities to treat their families to a special day out at the Melbourne's Spring Racing Carnival. Alongside some of their favourite celebrities, the children were treated to many fun activities, including face painting, magicians and clowns.



‘The Sydney Kings are very proud to be partnering with Crown Resorts for the 2013/14 NBL season. Through the continued commitment of Crown Resorts, the Sydney Kings have been able to launch the Sydney Kings Foundation and build on its community partnership with organisations such as the National Centre for Indigenous Excellence (NCIE) in Redfern, NSW. With Crown Resorts’ community and philanthropic support, the Sydney Kings organisation has been able to achieve record results in this area. The Sydney Kings organisation looks forward to a long term mutually rewarding partnership with Crown Resorts.’

Rod Harys, CEO, Sydney Kings



Community Partnerships



‘Crown’s contribution to our local community starts with our own employees’ initiatives. From generously donating their time to assist with the distribution of hampers to underprivileged families on Christmas Day, through to fundraising activities such as participation in *Around the Bay in a Day* and *Run for the Kids*, this is at the core of our community engagement.’

Barry Felstead, CEO Australian Resorts

Crown Melbourne’s Local Community Support

Crown Melbourne has continued to support a broad range of community activities and charities, based on the belief that we have a responsibility and the opportunity to help those who are in need of assistance. This year, we have again sponsored many events, contributed employee time and the use of Crown facilities, and donated Crown Melbourne hospitality packages, particularly for organisations that help children who are ill.

For more than eight years, Crown Melbourne has sponsored and hosted the *My Room Ball* that raises funds for Paediatric Cancer in Victoria.

This year’s *Starry Starry Night*, which Crown Melbourne again sponsored and hosted, raised more than \$650,000 for The Alannah and Madeline Foundation.

Crown Melbourne also supported the *Epworth Medical Foundation Dinner*, which was attended by 1,000 guests, along with Challenge’s *Robert Allenby Gala Dinner* and the *Diamonds are a Girl’s Best Friend Dinner*, which both assist children living with cancer and other life-threatening blood disorders.

As part of our contribution to The Shane Warne Foundation, Crown Melbourne again sponsored and hosted the *Joe Hachem and Shane Warne Charity Poker Tournament* and the *Anzac Day Brunch*. The Foundation raises money for charities that work with seriously ill and underprivileged Australian children.

Crown Melbourne also supported several annual gala balls and events for other national charities, including the *Kids Under Cover Umbrella Ball*, the *Ronald McDonald House Charity Ball* and *Lillian Frank’s Royal Children’s Hospital Fashion Luncheon*.

Many of our employees enthusiastically volunteer their time and effort in a number of ways to benefit the community. For example, employees volunteer at The Salvation Army’s Melbourne Project 614 Hamodava Cafe. Crown Melbourne also raised funds for the Cancer Council by participating in *Australia’s Biggest Morning Tea* held in May each year. Many people contributed and baked food, decorated work areas and encouraged employees to attend and donate a gold coin.

Each year, the Staff Club donates the entry fees for their Family Event to the Royal Children’s Hospital, and each Christmas Day, our employees support the Open Family Australia Christmas program by packing and distributing more than 250 hampers filled with items donated by Crown Melbourne. With the same generosity of spirit, many employees again personally delivered hampers, toys and other special items to families and individuals living throughout Melbourne.

Crown Melbourne employees also participate in numerous sporting and social events that raise money for charity. Our Staff Club promotes and coordinates participation, and Crown Melbourne subsidises entry fees to encourage staff participation. Events include the *Around The Bay in a Day* cycling event that raises funds for The Smith Family, the *MS Melbourne Summer Cycle*, the *Eureka Climb* that raises funds for Interplas, and the *Run for the Kids*.



Crown employees take part in a cooking themed fundraiser.

Crown is committing
\$750,000
to the Salvation Army over the
next five years.

Crown donated
\$40,000
to the Father Bob Maguire Foundation

Community Partnerships

Crown Perth's Local Community Support

Crown Perth is proud of the funding, support, and employee assistance that we provide to many worthwhile charities, organisations and individuals throughout Western Australia.

In addition to a number of not-for-profit charity events and fundraising initiatives, we host and sponsor a number of gala balls that are considered a highlight on the Perth social calendar, including Styleaid for WA Aids Council, *Ronald McDonald House Charity Ball* and the *Western Australian of the Year Awards for Celebrate WA*.

In 2012, Crown Perth again pledged \$1 million to Western Australia's largest fundraising initiative, *Telethon*, taking its contribution over the past three years to \$3 million dollars. As a million-dollar partner, Crown Perth has made a significant contribution to *Telethon's* work to support child health services across Western Australia.

Through our long association with Foodbank WA, Crown Perth continues to provide daily donations of soup and has, to date, donated in excess 117,000 meal portions that have been distributed to more than 600 charitable organisations and schools across Western Australia.

Crown Perth is extremely proud of our partnership and the benefits it brings to so many people in our community.

As part of the Global Illumination Project that supports the National Breast Cancer Foundation, Crown Perth again glowed pink all through October 2012. In addition, Crown Perth hosted many fundraising activities and initiatives throughout the month, including the very successful *Pink Poker Tournament* which was attended by numerous local personalities and media. As a result of these, more than \$30,000 was raised for the Foundation to go towards valuable research in the fight against breast cancer.

At the heart of Crown Perth's community program is our employees, many of whom actively participate



in charitable events, and donate to organisations and events such as the *Anglicare WA Winter Appeal*, *Ronald McDonald House Make a Meal Program*, and *The Salvation Army's Easter Appeal*.

CEO, Barry Felstead, broke his fundraising record in the annual *St Vincent de Paul Society's CEO Sleepout*, raising a total of \$83,786 for homeless services. Barry has raised \$230,000 over four years of participation. The Sleepout aims to increase awareness of homelessness across Australia and raise funds for the homeless. Since its inception, it has raised over \$13 million dollars nationally.



Crown Perth pledged \$1 million to Western Australia's *Telethon*, the *Telethon* supports child health services across Australia.

Crown Perth again pledged

\$1 million

to Western Australia's largest fundraising initiative, *Telethon*, taking our contribution over the past three years to \$3 million.

Crown Perth's *Pink Poker Tournament* helped raise more than

\$30,000

for the National Breast Cancer Foundation to go towards valuable research in the fight against breast cancer.

Crown Resorts is a Significant Employer



Crown has an outstanding record in employment and employee training at both its Melbourne and Perth resorts and significant ongoing investment in this will allow employees to continue to meet its high service standards.

In both Victoria and Western Australia, Crown is the largest single-site private sector employer and focusses on recruiting, developing, and retaining quality employees. Crown's total employment expenditure for financial year 2013 was approximately \$750 million.

Crown recognises the importance of providing a safe, diverse and engaging workplace for all employees and invests heavily in employment and training to ensure that its workplace reflects this.

As well as offering training and career development opportunities, Crown seeks to provide a number of other benefits to all full time and part time employees to help create a desirable workplace. For example, these benefits include at least one free meal per

shift at our dedicated staff restaurant, subsidised parking and onsite gym, as well as the Employee Assistance Program.

Employment at Crown's Melbourne and Perth resorts has increased from 10,065 in 2005 to approximately 15,000 in 2013.

Crown Melbourne

Approximately 8,800 people work on-site at Crown Melbourne.

Additionally, the salaries and wages paid by Crown Melbourne have generated further employment and income in other parts of the Victorian economy due to the demand for goods and services from Crown Melbourne employees and contractors.

KPMG estimates that the overall Victorian employment impact associated with the operations and capital expenditure of Crown Melbourne is approximately 23,200 full time employees.

Crown Perth

Over 6,100 people work on-site at Crown Perth.

Crown Perth has successfully satisfied the employment needs of the business, despite the increasingly competitive labour market in Western Australia. This success has been due to a number of concerted and sustained recruitment campaigns that have emphasised the benefits and advantages of working at Crown Perth.

By focussing on the employee value proposition, these campaigns have resulted in a significant increase in the level of interest in careers at Crown Perth, which is now in a strong position to recruit and develop candidates of an increasingly higher calibre.

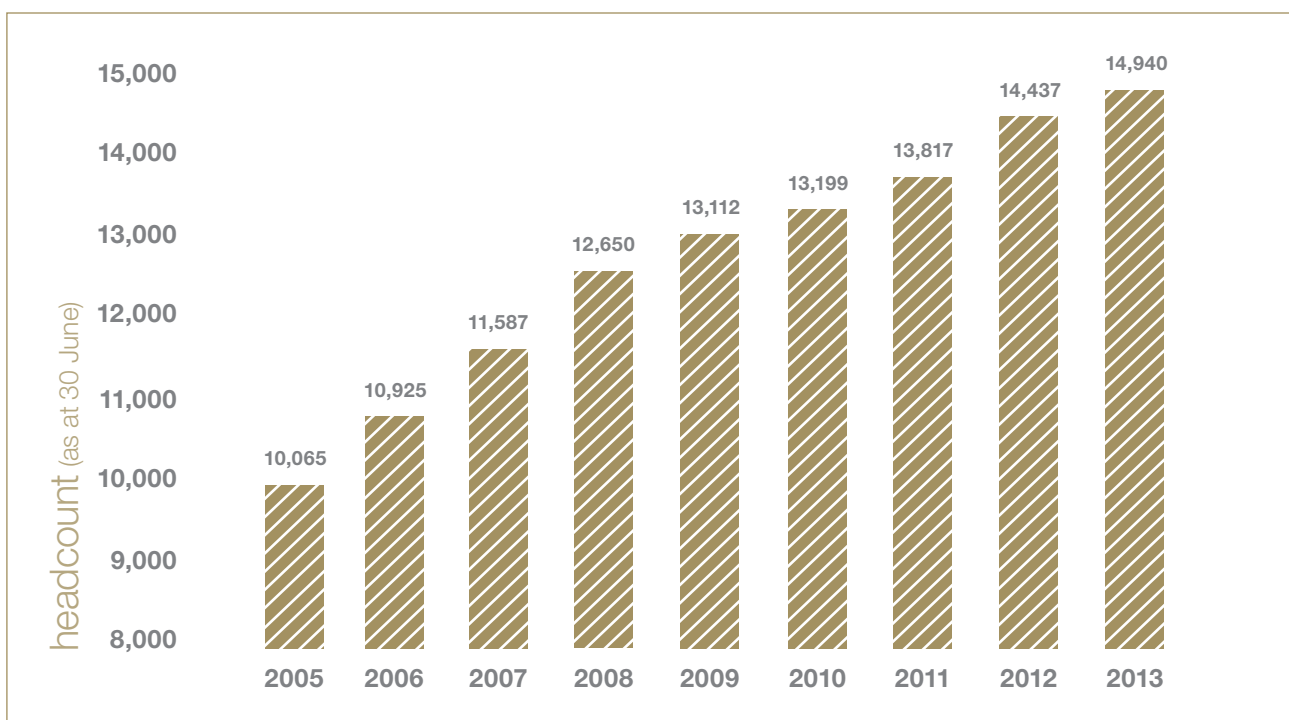
KPMG estimates that the overall Western Australian employment impact associated with the operations and capital expenditure of Crown Perth is approximately 8,000 full time employees.

Approximately

15,000

people work on-site at
Crown's resorts.

People employed at Crown's Melbourne and Perth resorts



Crown Resorts' Commitment to Employee Training and Development

Crown has an outstanding record in employment and employee training at both its Melbourne and Perth resorts and invests heavily in employment and training to meet its high service standards.

Crown recognises that learning and development is integral to the continuing success of its businesses. For this reason, significant money, time and resources have been invested into establishing and operating Crown College in Melbourne, which Crown believes is one of the most successful and innovative learning and development facilities in Australia.

One of the primary objectives of the learning and development area is to ensure that Crown's business operations continue to be successful as a result of genuine and relevant development of Crown's employees, which can increase employee engagement and commitment; provide a higher level of customer service and satisfaction and ensure the integrity of the gaming operation. In particular, Crown has recently focussed on developing new programs that are aligned to accredited qualifications and offering clear career development opportunities, moving the focus from 'training' to 'learning' and from a 'job' to a 'career'.

To complement this extensive training offering, every salaried employee receives regular performance and career development reviews. Similarly, those employees under Enterprise Agreements at Crown Melbourne receive regular performance and development reviews. Work is underway to bring their review process in line with that of Crown Melbourne's.

The following sections provide an overview of the various elements of Crown's learning and development programs.



Hours of training per year per employee by gender & employee category

	Female	Male	All
Casual	8.2	8.1	8.2
Full Time	14.3	16.0	15.4
Part Time	19.7	31.7	26.1
Average	14.1	18.6	16.6





‘What I am most proud of is Crown’s commitment to employment. Crown provides thousands of jobs across Australia and Crown College has provided millions of hours of training to our employees, graduating approximately 6,000 trainees and apprentices through nationally accredited courses.’

James Packer, Chairman, Crown Resorts

Our Employees Make the Difference



Crown College, Crown Melbourne

Crown has developed 'Crown College' in Melbourne, a purpose built \$10 million training facility, which has graduated over 4,600 apprentices and trainees since inception.

Crown College is Crown's on-site tourism and hospitality education facility dedicated to providing the highest quality and most relevant training available to all staff.

In financial year 2013 alone, more than 250,000 hours of career education training were undertaken by Crown Melbourne employees at Crown College, and over 580 employees commenced an accredited qualification.

Crown employees are provided with a career pathway aligned to qualifications through Crown College's 'Learning Pathways Program'. More than 720 employees, including supervisors and managers, are currently undertaking training within the Australian Qualifications Framework. The Learning Pathways Program won the 'Business/ Higher Education Round Table (B-HERT) 2011 Best Vocational Education and Training Collaboration award'.

Crown College has the capacity to accommodate more than 300 people at any one time. The College comprises several training rooms, including a replica of Crown's gaming floor, a dedicated Gaming Machines training room, a 70-seat auditorium used for induction training, two computer-training rooms, five general-purpose training rooms and four meeting rooms. The 'Culinarium'— a food and beverage training kitchen and restaurant, is also located at Crown College. The College houses a dedicated Recruitment Centre, which hired in excess of 1,650 people in financial year 2013 alone.

Crown College comprises of three schools:

- The School of Business, which delivers accredited qualifications and employee development programs;

- The School of Gaming, which provides technical skills and training in Table Games and Gaming Machines;
- The School of Hotels, Food and Beverage which provides front-of-house and back-of-house training for employees.

The Culinarium is a 70-seat training restaurant and bar. This facility provides specialised food and beverage training to employees. Apprentice Chefs and Trainee Food and Beverage Attendants work under supervision to gain the knowledge and skills needed for a successful career in the hospitality industry.

With state of the art technology and modern equipment to assist with the development of staff, The Culinarium facility is setting new standards in training. Some of the finest Crown chefs oversee training in the kitchens.

As a Registered Training Organisation (RTO), Crown Melbourne is committed to providing quality training in its accredited programs and across all of the learning and development programs. Currently, Crown College offers:

1. Traineeships, apprenticeships and a wide range of other learning and development programs to Crown employees from all business units and at all levels within the organisation; and
2. An apprenticeship program to non-employee apprentice chefs.

In addition, Crown College partners with over 30 external organisations and consultants to deliver training in a broad range of areas where existing trainers do not have particular expertise (for e.g. graphic designers, coaches, instructional designers, management specialists and Victoria's Employers Chamber of Commerce and Industry), which ensures best practice at all levels; relevance and compliance of programs and alignment to Crown's business strategy. Crown is one of the few employers in Australia which provides dedicated training and learning facilities on this scale.



Crown has graduated approximately

6,000
apprentices
& trainees



Crown has delivered over

6.5 million
hours of training
since its inception



Melbourne's
Crown College
has trained over

14,000
employees in
the last 13 years

Our Employees Make the Difference

Crown Perth

Crown's significant investment in training extends to Crown Perth where currently more than 710 apprentices and trainees are completing nationally accredited training, as well as nearly 50 employees participating in the Leadership Development Program.

At Crown Perth, currently over 760 employees are obtaining an accredited qualification on the job. Crown Perth has made a commitment to grow this number to 20% of the workforce by 2015. In addition, Crown Perth also delivers a significant amount of non-accredited training to employees annually in the areas of leadership, customer service, respect and equal employment opportunity, health and safety, finance and business essentials.

In financial year 2013, over 150,000 hours of training were delivered to over 4,300 Crown Perth employees; indicative of the commitment to staff development held by the organisation. To date, Crown Perth has graduated over 1,400 apprentices and trainees.

Crown Perth delivers accredited training in Gaming and Security in dedicated facilities that simulate the live workplace environment. Food and Beverage, Hotels and Hospitality Management training is

conducted on the job in a live environment to maximise the learning experience for apprentices and trainees.

About Crown's Training and Development Programs

Facilitators

Crown has qualified and experienced technical trainers on-site in Melbourne and Perth who deliver business unit training and assist employees with specific workplace-related questions.

Other learning and development programs are delivered by a combination of internal and external training specialists, as required.

Accredited training

As a Registered Training Organisation, Crown is delivering a number of accredited programs, including traineeships and apprenticeships, a Leadership Development Program and Management Development Program. Upon successful completion of one of these programs, participants receive an accredited qualification.





At Crown Perth, currently,
over 760
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on the job.

External providers and partnerships

Crown Melbourne works with a number of other Registered Training Organisations and consultancies to help develop, deliver, or assess its programs. These partnerships include, Box Hill Institute of TAFE, Holmesglen Institute of TAFE, Kangan Institute, Swinburne University of Technology, Ezy-Learn, Chartered Accountants Australia, Victorian Employers' Chamber of Commerce and Industry, plus other providers and operators who specialise in fields such as finance, marketing, human resources and security.

Crown Perth works closely with the Chamber of Commerce and Industry of Western Australia (CCIWA) and has partnered with Polytechnic West, Western Australia's largest State Training Provider, to provide traineeships to more than 190 supervisors in the Table Games department. In 2012, as part of Crown's commitment to management development, Crown Perth also awarded seven scholarships to employees to study the Advanced Diploma of Management at Challenger Institute of Technology. In addition Crown Perth delivers traineeships in Hospitality and Security.

Training calendar

Crown releases a training calendar every six months, which outlines the dates of all learning and development programs that are being held during those six months. The calendar helps employees and their managers identify learning opportunities and plan rosters and work commitments accordingly.

On-line training (blended learning)

Crown has developed over 30 on-line training programs including Blackjack and its variations; Responsible Service of Gaming; Responsible Service of Alcohol; Hygiene for Food Handlers; Equal Employment Opportunity; Casino Awareness and Emergency Awareness Training.

‘Crown recognises that learning and development is integral to the continuing success of its businesses. For this reason, significant money, time and resources have been invested into establishing and operating Crown College in Melbourne, which Crown believes is one of the most successful and innovative learning and development facilities in Australia’

Rowen Craigie, CEO, Crown Resorts

Employee induction

All new Crown employees attend a company-wide induction program. During the program, employees learn about: the organisational structure; the business that is Crown; Crown’s expectations of employees; key policies (including the Equal Employment Opportunity policy, Occupational Health and Safety Policies, Human Resources policies); customer service standards; compliance and responsible service of gaming obligations; AUSTRAC obligations and fire and evacuation procedures. Familiarisation with the back-of-house premises and day-to-day functions such as wardrobe and uniform procedures, parking and employee benefits is also conducted.

Business unit induction

After the corporate induction, employees receive induction into their business unit and role. This occurs in the workplace at Crown Perth and a ‘Buddy’ is assigned to the new employee as a mentor for the first 100 days of ‘on boarding’.

Where relevant, some business unit induction is completed in conjunction with the employee’s technical training, traineeship, or apprenticeship.

Technical training, traineeships and apprenticeships

All new employees are provided with relevant technical training before commencing their duties on the gaming floor. Some of this training leads to an accredited qualification.

Compulsory training

In addition to the technical training, traineeships and apprenticeships, Crown has a number of programs that are compulsory for employees, depending upon their role. This training is provided when an employee commences employment (sometimes as part of their traineeship or apprenticeship) and compulsory refresher courses are completed every two years.

Compulsory training aims to ensure that Crown’s employees know and understand Crown’s regulatory requirements and recognise the importance of compliance in their day-to-day role, along with the personal and commercial ramifications of non-compliance.

Compulsory training includes:

- Responsible Service of Gaming: Crown Melbourne received approval from the Victorian Commission of Gambling and Liquor Regulation (VCGLR) to provide this course to all Gaming Machines and Table Games employees, among others. Crown Perth reports to the Department of Racing, Gaming & Liquor (DRGL) in Western Australia and since 2008 has provided compulsory Responsible Service of Gaming on-line learning to all staff, including on-line refresher courses which are completed annually.



- Responsible Service of Alcohol: Staff from Crown Melbourne’s Food and Beverage, Security Services, Surveillance, Table Games, Gaming Machines, Responsible Gaming Support Centre, Banquets and Hotel teams participate in the Responsible Service of Alcohol Training Program and undergo a Responsible Service of Alcohol refresher course every two years. Records of this training are updated on Crown’s Responsible Service of Alcohol Registry.

At Crown Perth, all employees who are either directly or indirectly involved with the sale or service of alcohol are required to complete the on-line module ‘Provide Responsible Service of Alcohol’ which is provided by Crown Perth in its capacity as a Registered Training Organisation.

Licensed Approved Managers are required to complete either the ‘Short Course in Liquor Licensing’ or the new course ‘Management of Licensed Premises 1’ as directed by the Department of Racing, Gaming & Liquor Western Australia;

- Health and Safety Training in all areas of its operations. Crown is self-insured under Victorian legislation and operates within the insured workers compensation scheme in Western Australia;
- Equal Employment Opportunity training is provided to ensure that all aspects of recruitment, training, management and promotion are performed in accordance with equal employment opportunity legislation;
- Casino Awareness Training is provided, covering a wide variety of areas of the business including Crown’s Corporate Policy Statements, which have been developed to ensure that Crown operates an ethical and responsible business, free from criminal activity and exploitation;
- Respecting Each Other is a training course provided to all employees to ensure diversity, mutual respect and a safe work environment for all; and
- At Crown Perth all new employees are required to complete Anti Money Laundering on-line training and a refresher course annually.

Our Employees Make the Difference

Supervisory training

Crown delivers a Leadership Development Program at Crown Melbourne and Crown Perth for employees who are promoted to supervisory roles, or are identified as having the potential to be promoted into a supervisory role. Aligned to the Certificate IV in Frontline Management in Melbourne, the program provides participants with the skills and knowledge to competently interact with, lead and provide feedback to team members. Participants attend facilitator-led workshops, coaching sessions and meetings with their manager and course work is completed before and after each workshop.

The Leadership Development Program was developed as a direct result of recognising that while employees at this level had well-developed technical skills, this did not mean that they automatically possessed the skills to lead and develop teams. Upon successful completion of the program, participants are awarded a Certificate IV in Frontline Management.

At Crown Perth, supervisors undertake Business Essentials training to build the skills required to manage an operational environment. The Business Essentials training can be undertaken on an ad hoc basis or scheduled for completion over one year as a part of the Leadership Development Program. Alignment of the Business Essentials training with accredited units of competence is currently being implemented. Upon completion of all of the units of competence the participants can qualify for the Certificate IV in Hospitality (Supervisor).

Management training

Crown Melbourne delivers a Management Development Program (titled 'Next Generation of Leaders') for employees who are promoted to management roles in the business, or are identified as having the potential to be promoted into a management role. Aligned to the Diploma of Management, this program further develops employee's leadership skills, as well as focussing on managerial functions, such as budgets, long-term planning, business strategies and so on. This program also contributes to Crown Melbourne's succession planning strategy.

Learning pathways

Together, the traineeships and apprenticeships, the Leadership Development Program and the Management Development Program form Crown's Learning Pathways and give employees relevant learning and development, aligned to their career development.



Career Development Support

Crown Melbourne's Career Development Support program enables eligible employees to complete an external course (generally higher business qualifications) that is deemed to support their current or future roles in the company. Crown currently has a number of employees undertaking study in higher business qualifications under this program, whereby Crown reimburses employees up to 80% of the fees they incur to complete their studies.

Customised seminars/workshops

Crown conducts many customised seminars and workshops for Crown employees, usually selected by managers and addressing specific topics that will directly benefit a particular business unit or team.



Dealer workplace coach program

Crown Melbourne's Table Games Area Managers complete training in coaching (a course delivered by Table Games Core Trainers) after which they provide one-on-one coaching to new dealers during the dealers' initial training and first six months of working on the gaming floor. Each coach is a supportive contact person for the dealer, who provides both formal and informal feedback, support and assistance.

Food and Beverage program

Food and Beverage provides formal career pathways for their front-of-house and back-of-house employees. The program includes coaching, mentoring, facilitator-led classroom training, on-the-job training and one-on-one sessions. Relevant learning opportunities are identified for each individual employee or food and

beverage outlet and delivered accordingly on an as-needed basis.

The program aims to attract and retain talented and committed employees by:

- Providing multiple training programs to develop relevant skills within the business unit;
- Encouraging employees to progressively move to more senior positions by offering a clear career pathway; and
- Encouraging employees to consistently demonstrate Crown's core values.

Our Employees Make the Difference



The future of learning and development at Crown

Crown recognises that the long-term success of its business depends to a large extent on having a skilled and engaged workforce, which in turn means that Crown must provide relevant learning and development programs to its employees.

Having invested \$10 million in the Crown College premises and equipment in Melbourne, as well as providing support for the development and implementation of learning pathways, Crown's Executive Team is determined to continue to demonstrate its commitment to developing employees at all levels of the organisation.

A component of this is to continually look at ways of improving the design, development, content, delivery and assessment of all programs, as well as the management, administration and co-ordination of them.

Crown expects that the future of learning and development will see an expansion of its scope as a Registered Training Organisation, expansion of programs offered at Crown College, a fourth level within the Learning Pathways that provides Senior Managers with an accredited qualification and continued improvement of all aspects of learning and development.

Recipient of major training awards

Crown has been the recipient of numerous Industry, State and Federal Government awards for employment, training and diversity including the 'Victorian Employer Award for Apprentice Development 2012', as well as the Organisational and Staff Development category at the Learning and Technology Impacts Awards 2012.

In recognition of Crown's commitment to professional development of its employees, Crown Melbourne was awarded the 2013 Victorian Employer of the Year award at the prestigious Victorian Government Training Awards. This is a remarkable achievement that follows Crown Melbourne winning the same award in 2010.

Crown Melbourne also won the '2012 Australian Business Award for Recommended Employer'. The following are comments made in relation to Crown by the Australian Business Awards:



2013 Victorian Employer of the Year at the Victorian Government's Training Awards



Recommended Employer award at the 2012 Australian Business Awards



Community Contribution award at the 2012 Australian Business Awards



Organisational and Staff Development award at the Learning and Technology Impact Awards

'Crown Melbourne's commitment to developing their employees reinforces the company's reputation as an employer of choice in the hospitality and tourism industry.

Crown Melbourne opened in 1994 and has since enjoyed a steady growth in market share, profits, product offerings, employee numbers and customer base. Operating in a service-focussed industry means attracting and retaining talented employees is crucial to success. Crown is always looking at ways to continue to provide rewarding employment to their employees.

Crown's recruitment and performance management processes are focussed on capturing and developing talent. Crown also offers staff a number of attractive benefits, including a complementary meal per shift; fully tailored and laundered uniforms for each shift; a world-class training facility, Crown College; a reward and recognition program; and informative internal communications.

Customer service standards (the Crown Welcome, the Crown IQ, the Crown Look, and the Crown Way) form the basis of employees' interactions with customers and ensure the service provided is of the highest standard. Together, they promote a culture where everyone at all levels is professional and welcoming, when interacting with customers, suppliers, business associates, government bodies and colleagues.

Crown provides careers, not just jobs, by offering a 'Learning Pathways strategy', which guides employees through their training and development at three key levels. There is also a strong focus on equal employment, with an Aboriginal Employment Strategy and Disability Employment Program.

Some of Crown's reward and recognition programs offer employees a variety of competitions which encourage the development and celebration of their

skills. Some of these include the Cocktail Cup, Barista Competition, and Meat and Livestock Australia Competition. Crown's comprehensive employee communications also promote employee successes, as well as key information to ensure all staff are well-informed. Some employee communications tools include a weekly operational bulletin, called Frontline; a full-colour, glossy magazine, Jewel; Stop Press, a system for urgent, high-level messages; an extensive intranet; electronic noticeboards and televisions, displaying messages and footage of recent employee events; and Electronic Roster Information Kiosks (ERIKs), where employees can access rosters, receive messages, and provide feedback.

Staff are invited to CEO Forums, conducted by the Executive team. These CEO Forums are an opportunity to hear about strategies, new initiatives and are also an opportunity for employees to address their questions directly to the management team. Another way of providing feedback is through quarterly focus groups, where employees can meet with the executives in a more personal environment. Employees also have annual performance reviews and six-monthly interim reviews, to closely track how they are performing. Business units can also nominate managers for a Talent Program, which focusses on preparing them for future opportunities to progress their careers at Crown.'

Crown also had a trainee who was one of just four finalists in the Victorian Trainee of the Year award. Crown was a finalist for the 'Best Learning and Development Strategy 2011' and 'Most Innovative New Media Recruitment Campaign 2011' in the Australian HR awards, the 'Fairfax People's Choice for Employer of Choice 2011', and in the '2012 Victorian Training Awards—Employer of the Year'.

Our Employees Make the Difference



The Australian Training Awards are Australia's peak awards for the vocational educational and training sector and this particular award recognises eligible individuals who have demonstrated outstanding leadership in promoting and advancing quality to achieve positive outcomes in the vocational education and training sector.

Crown Melbourne's Executive General Manager of Human Resources recently won the 'Australian Government's 2012 Training Award for Leadership in Quality'.

The Leadership in Quality award recognises all of the innovative work that Crown has completed in this important field that helps ensure all employees have the opportunity to undertake relevant and innovative learning programs.

Crown Perth won the 2012 Polytechnic West Employer of the Year Award and continues to build the profile of training with internal and external stakeholders.

Crown is proud of its record in training, which is reflected in the quality of staff attracted and retained by Crown.

Crown's commitment to strong employee communication

Crown has a number of means to facilitate employee communication ranging from newsletters through to weekly distributed bulletins, as well as notice boards, employee forums, management forums, department presentations, Employee Engagement Surveys and an Employee Consultative Committee.

Employee Engagement Survey:

Undertaken every two years since 2009, Crown's Employee Engagement Survey aims to collate employee feedback on all aspects of the business and its management. The surveys are conducted by an external party for independence. Results from the survey are disseminated to management for action and response, with each round of results Crown hopes to incorporate key areas identified as needing improvement and to continue to pursue avenues identified as enhancing Crown's workplace.

Employee Consultative Committee:

This committee is a group of employee representatives and senior management who provide feedback on key employee issues and concerns.

Crown Resorts' Commitment to Occupational Health and Safety

Crown recognises the value of a safe workplace and the importance of Occupational Health and Safety (OHS) as an integral part of its business.

Crown is committed to protecting the health and safety of the people who work with us, and the people who visit and use our facilities.

This commitment reflects the high standards Crown seeks to maintain across the wide range of activities undertaken at our resorts.

The Crown Board, through its Occupational Health & Safety and Environment Committee, is responsible for monitoring the application of Crown OHS Policies at a corporate and operational level.

This includes the identification and mitigation of workplace risks in consultation with senior management at Crown's controlled businesses, the review and recommendation of policies and procedures to protect individuals and the business and, the promotion and support for continuous improvement in health and safety performance.

Crown takes all reasonable and practical steps to promote a proactive approach to health and safety matters and seeks to continually improve its OHS practices across the organisation.



Our Employees Make the Difference



Diversity is Key

Crown is committed to creating an environment in which equality and diversity are recognised as being essential to the high performance of Crown and incorporated into Crown's day-to-day businesses. Crown has a strong commitment to diversity and seeks to promote an inclusive culture where people are encouraged to succeed to the best of their ability.

To Crown, diversity is the variety of differences in people who make up our employee base, including such differences as life experiences, work and educational experience, language, gender, nationality, personality profile, age, ethnicity, cultural background and work status.

Diversity is promoted at Crown through leadership, talent and development programs, flexible work arrangements and recruitment and selection processes. Crown has established a Diversity Policy which is available in the Corporate Governance section on the Crown website.

Gender

Crown has established measurable objectives for achieving gender diversity across Crown Resorts.

Crown reports annually on the proportion of women employees in the Crown Limited group, women in senior executive positions and women on the Board.

In addition, Crown has established measurable objectives for achieving gender diversity and assesses the objectives and Crown's progress in achieving those objectives annually.

Information regarding the proportion of women employees in the group, women in senior executive positions and women on the Board as at 30 June 2013 is available in Crown's Annual Report 2013.



Crown's employment of people with disabilities – credentials

Crown's Melbourne and Perth resorts invest significantly in the employment and training of people with disabilities. Crown places a strong focus on sustainable employment and candidates with a disability are aligned to positions based on their individual choice, skills, talents, experience and abilities.

Employment opportunities exist for people with a disability in roles across Crown's businesses in Melbourne and Perth.

- To date, Crown Melbourne has employed people with disabilities such as depression, anxiety, cerebral palsy, Asperger's Syndrome, kidney disease, debilitating migraines and hearing impairment. These employees have been placed across a variety of business areas including Security Services, Crown Services, Systems Support Administration, Food and Beverage, Table Games and Gaming Machines. Since 2009, the Disability Employment Program has assisted more than 45 people to gain employment, and has achieved a very high retention rate of 95%. The Disability Employment Program was a finalist in the 2011 Diversity@Work awards in the category of Disability Employment.

Crown Melbourne remains committed to increasing and promoting the diversity of its workforce. In the area of disability employment, Crown Melbourne's partnership with WISE has greatly enhanced and supported this commitment. With the continued support and partnering of WISE, Crown Melbourne aims to increase the already strong contribution to the program from each business unit, by increasing knowledge, awareness and confidence in the area of disability employment.

In 2012, Crown Perth implemented a Disability Employment Program, CROWNability; a program that matches the skills of applicants to the inherent requirements of the position for which they are applying. CROWNability was designed and set up by Robert Wesley whose experience at Crown Perth is featured here, in the box on the right. Having now established the program, Crown Perth is looking forward to further success as it develops.

Crown is continually working towards an inclusive environment where new and existing employees are encouraged and supported to manage and disclose (where necessary) their disability, while focussing on promoting and developing their abilities. Lastly, the greatest impact that sustainable employment for people with a disability has is not only on the Crown community, but on the family and wider support community of the individual.



'My name is Robert Wesley.

I have an acquired brain injury following brain surgery to remove a tumour on my frontal lobe. This affects my endocrine system and ability to learn. For years I found it difficult to cope with the demands of others. It appeared I was unreliable but actually I was forgetting almost everything due to my surgery. Now, I always carry a pen and paper and a PDA to record ideas, appointments and requests.

Getting a job was hard; nobody thought I could be an asset. My employer, Crown Perth, saw my potential and gave me an opportunity; support and understanding; routines and repetitive tasks. I started in Food & Beverage 20 years ago as a busboy; moved into customer service in the leisure area and recently into the human resource department.

My colleagues, supervisors, managers and the Crown Perth Executive Team supported my keenness and allowed my energy, ideas and love of people to shine. My abilities have improved and my knowledge and relationships at the workplace have helped me to feel happy and fulfilled.'

Robert Wesley
Workforce Participation Coordinator –
Human Resources, Crown Perth

Our Employees Make the Difference

Crown's Commitment to Indigenous Employment

Crown is a leader in the Indigenous employment sector and its Indigenous Employment Strategy is widely regarded as a best practice model.

Crown currently provides one of the most developed and successful Indigenous training and employment programs in the country.

Crown was the first signatory to the Australian Employment Covenant and was the first company in Australia to provide employment opportunities under the program. Crown's commitment at the time was to make 300 jobs available to Indigenous people. More recently Crown has committed to providing 2,000 job opportunities to Indigenous Australians by 2021.

'Crown was the very first employer to sign the Australian Employment Covenant and we have worked extremely hard to meet our commitments and establish a culture of change.'

James Packer, Chairman,
Crown Resorts Limited

Crown's program boasts a high retention rate with a number of people settling into permanent secure employment and building strong careers.



Crown has committed to providing

2,000

job opportunities to Indigenous
Australians by 2021.

Before Indigenous employees begin working for Crown, the Crown Indigenous Employment Program staff complete an extensive Pre-Employment Program to ensure 'best-fit' job-matching with each candidate (which may last from three weeks to four months). The Pre-Employment Program is delivered by the Indigenous Employment Program Manager, Indigenous Recruitment Co-ordinator and the respective business units all contributing. This multifaceted approach by all stakeholders creates an environment of support and learning, ensuring that each Indigenous candidate is set up for success.

When Indigenous employees begin their employment, they receive individual and customised one-on-one training with a hand-picked trainer, based specifically on the identified gaps in their skills and knowledge and the requirements of the job. This may or may not be accredited training, depending on the role and any identified gaps.

In addition, Indigenous employees are allocated both a 'Buddy' and a suitable mentor while they adjust to working life (if they are new to employment, or working in a large organisation). The mentor is designed to support the employee through their medium to long term career journey and pathway.

Crown also provides support to its Indigenous employees outside of the workplace, assisting them in areas such as housing, relocation and any other issues that arise directly or indirectly as a result of their employment. Crown's Indigenous Employment Program also provides cultural awareness programs for non-Indigenous employees, which aim to build understanding and knowledge.

Crown's commitment to addressing the retention of Indigenous workers is exemplified by both Crown Melbourne's and Crown Perth's approaches to retention. Crown Perth recently announced the creation of a Workforce Participation Unit dedicated



to developing support for both the participants of the program and the business units. At Crown Melbourne the creation of the Crown Indigenous Community Group (CICG) is designed to create a sense of community driven by the Indigenous employees with oversight from the Indigenous Employment Program Manager. The CICG creates a community, which assists the employees to support and encourage one another in their social and professional lives at Crown.

Crown Perth has spearheaded Crown's Indigenous jobs programs. In 2009 when the program began at Crown Perth, the resort had eight Indigenous staff. By 2013, the number of Indigenous employees who have participated in Crown Perth's Indigenous Employment Program is over 220.

In addition, Crown acknowledges the breadth and depth approach to Indigenous employment and is actively seeking to ensure employment beyond entry level. Crown has already registered as an employer with The Department of Education, Employment and Workplace Relations—Indigenous Cadetship Support Program. The aim of this program is to develop Indigenous talent through all areas of the business.

Crown recognises the need for community consultation, to ensure that the elders and leaders within the Indigenous community are aware of how Crown supports its Indigenous employees and of the opportunities that exist for all demographics of the community. As such, Crown has consulted with the

community on both the Reconciliation Action Plan and the Indigenous Employment Program.

Crown also acknowledges that as a large employer and purchaser of goods and services, it has the ability to affect Indigenous employment indirectly through its procurement practices. Crown is seeking to strengthen the use of procurement practices as a means of improving Indigenous employment via supply forms.

Leadership support, close relationships with the Indigenous community and government agencies, a Pre-Employment Program, individual and group support and dedicated internal resources are the key factors that have made Crown's Indigenous Employment Program a success.

Crown's Indigenous employment record has also been recognised by industry and government, with Crown Perth's Head of Human Resources delivering a paper on Aboriginal employment entitled 'Real Jobs' to the Western Australian Chamber of Commerce and Industry Forum in 2011 and the Western Australian HR Leaders Summit in 2012.

Crown Perth was also invited by the Minister of Training & Workforce Development to have its Head of Human Resources as a committee member on the development of the 'Training Together, Working Together' Aboriginal Employment Strategy.



Reconciliation Action Plan

To further Crown's commitment to reconciliation and 'Closing the Gap' on Indigenous inequality through the creation of real jobs and by supporting Indigenous businesses, Crown through its partnership with Reconciliation Australia, developed its first Reconciliation Action Plan (RAP). Building on the successful Indigenous employment and mentoring programs currently in place, the RAP will enable these programs to be more focussed on individual support and cultural awareness.

The RAP will provide staff with an understanding of Indigenous culture and history and help provide a road map for employment programs, career pathways, professional development and contracting at Crown.

Awards

Crown's Indigenous employment strategy and program has been recognised as leading in this area through Crown's receipt of various awards including the '2011 Winner—Diversity Award' for Crown's Indigenous Employment Program and the '2010 Diversity@Work Awards' for the Employment and Inclusion of Indigenous Australians, which included recognition of Crown's unique and effective methods of communication with Indigenous communities regarding Crown's recruitment and training opportunities.

In 2010, Crown's efforts in Indigenous employment were recognised with the National Diversity@Work Award and, more recently, Crown was named the Australian Business Award Winner for 'Community Contribution 2012' in recognition of Crown's employment and inclusion of Indigenous Australians.

The award noted some of Crown's achievements in the area:

'Crown Limited's Aboriginal Employment & Business Strategy is based around principles of sustainable employment, broadened workforce diversity, increased cultural awareness among employees, enhanced community and network relationships. Their recruitment practices are based on understanding Aboriginal traditions and preferences and include employing Aboriginal Employment Coordinators, specialist Aboriginal recruitment training for recruitment staff and managers, plus establishing a presence in Aboriginal communities.'

Working with Aboriginal candidates includes job-matching and diagnostic programs with each candidate (that can last for months), to identify appropriate positions and training. Continued support for Aboriginal employees includes one-on-one training and contact with Aboriginal organisations such as the Victorian Aboriginal Health Service in Melbourne, and in Perth the Champion Centre, Aboriginal Driver Training Program.



Crown adapted their usual operations to make this program a success by operating predominantly within the Aboriginal communities and building strong ties with like-minded organisations. The success of this program has seen a marked increase in employment of Aboriginal people throughout the business, promotion and support of Aboriginal culture and a wider feeling of welcome for Aboriginal customers and suppliers.

Crown currently provides one of the most developed and successful Indigenous training and employment programs in the country and is working closely with Reconciliation Australia and our work force to develop and implement a Reconciliation Action Plan (RAP) in early 2013. A RAP will formalise and outline Crown's strategy, actions and commitment to create meaningful relationships and sustainable opportunities for Aboriginal and Torres Strait Islander Australians.'

Source: The Australian Business Awards

Responsible Gaming Initiatives



Crown allocates significant resources to raising awareness of responsible gaming, and to helping customers to successfully manage and enjoy their gaming at Crown.

In the 2013 review of Crown Melbourne's casino licence, the State gaming regulator, the Victorian Commission for Gambling and Liquor Regulation recognised Crown's leadership in this area, stating:

'Crown has robust and detailed systems and processes for dealing with responsible gaming issues.'

In addition, in a recent interview with The Age, the Lord Mayor of Melbourne, Councillor Doyle stated, amongst other things, that: *'the casino did an 'incredible job' trying to curb problem gambling...'*

Crown's ongoing dedication is illustrated by the significant resources committed to promoting responsible gaming and providing assistance to customers who may be experiencing difficulty with their gaming behaviours at both Crown Melbourne and Crown Perth.

Several of Crown's responsible gaming initiatives and programs have been in place since the Melbourne

casino's opening in 1994 and many of these initiatives are now in effect at Crown Perth.

Crown is committed to the responsible service of gaming and has led the way in responsible service of gaming initiatives. These include Crown's voluntary pre-commitment program (in place at Crown Melbourne since 2003 and Crown Perth since 2010) and its unique array of available services offered 24 hours a day, seven days a week by dedicated and specially trained staff of Responsible Gambling Advisors and Senior Advisors at Crown Perth's Responsible Gambling Information Centre and Responsible Gaming Liaison Officers, Responsible Gaming Psychologists and non-denominational Chaplaincy support at Crown Melbourne's Responsible Gaming Support Centre.

The establishment of a Crown Board Committee dedicated to overseeing the responsible service of gaming at both Crown Melbourne and Crown Perth, the continued development and delivery of extensive responsible gaming training programs for staff, the implementation of the Responsible Gambling Code of Conduct at Crown Melbourne and the Responsible Gambling Code of Practice at Crown Perth (Codes) and the ongoing enhancement of robust internal procedures for Crown's self-exclusion arrangements at both resorts all demonstrate Crown's continued and ongoing commitment to its customers and employees and its continued dedication to the responsible service of gaming.



Crown Perth's Responsible Gaming team.

At both Crown Perth and Crown Melbourne, the Responsible Gaming Departments' key focus across each organisation is the delivery of Crown's Responsible Service of Gaming initiatives, which include the operation of a responsible gaming Centres and all its services, provision of information and the development and implementation of responsible service of gaming programs and training.

Crown recently signed a Memorandum of Understanding with Mission Australia outlining a commitment to working together to provide responsible gaming support services at the proposed Crown Sydney Hotel Resort. Mission Australia will deliver some of these services and others will be delivered by Crown with guidance from Mission Australia. It is envisaged that once agreed, those services will be the subject of a formal services agreement to commence operation immediately. Through the partnership with Mission Australia, Crown will look to continue to evolve its approach to responsible gaming ensuring that it remains one of the industry's leaders.

Responsible Gaming Centres

In March 2002, Crown Melbourne introduced a world first in responsible gaming initiatives by establishing the Responsible Gaming Support Centre.

The Responsible Gaming Support Centre, which operates 24 hours a day, seven days a week, is a facility which includes a dedicated team of staff,

managers and professionals who are tasked with implementing Crown's responsible service of gaming initiatives and providing a focal point for interacting with customers who may need support. This initiative of a dedicated centre was implemented at the Crown Perth resort in 2009.

Crown's responsible gaming Centres in Melbourne and in Perth are unique in the volume and breadth of the responsible service of gaming initiatives launched and the services offered including:

- In Melbourne, Responsible Gaming Liaison Officers provide assistance and information around the clock. Additionally, psychologists with experience in problem gambling can assist customers and third parties who may require support as a result of a person who may be experiencing difficulties. These trained professionals will refer them to the relevant government support services;
- In Perth, qualified professionals in human services, psychology, mental health, and/or addiction studies act as Responsible Gambling Senior Advisors. These staff can offer support, assistance and referral for customers and third parties who may be experiencing difficulties. There are also direct referral options to Gambling Help WA;
- Providing strategies to assist customers in managing their gambling behaviours to foster responsible gambling and prevent difficulties from arising;

Crown Resorts' Commitment to Responsible Gaming

- Facilitating referrals to government funded problem gambling and financial counselling support services and welfare organisations and provide contact with and information about these bodies;
- Ensuring their assistance and referral services are conducted on a strictly confidential basis;
- Providing information regarding self-exclusion for customers who wish to exclude themselves from the casino and managing Crown's Self-Exclusion Programs;
- Providing the ability to access and provide information in selected community languages;
- In Melbourne, providing a non-denominational Chaplaincy Support Service for customers and staff; and
- Providing all services 24 hours a day, seven days a week, free of charge.

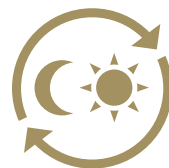
The responsible gaming Centres at both Crown Perth and Crown Melbourne are located away from the gaming floor in a position that is close to the casino for ease of access yet at a distance and with a discrete façade that ensures privacy. Each responsible gaming Centre comprises a reception area, private counselling rooms and an office area. The responsible gaming Centres stocks a wide range of information gaming materials and contact details for problem gambling and other support service providers, many of which are available in languages other than English.

Responsible Gaming Liaison Officers and Responsible Gambling Advisors

The responsible gaming Centres are staffed by Responsible Gaming Liaison Officers (Crown Melbourne) and Responsible Gambling Senior Advisors (Crown Perth).

These staff interact with customers on the gaming floor and are specially trained in all aspects of Crown's responsible gaming programs and services. They are available 24 hours a day, seven days a week to provide immediate assistance.

The Responsible Gaming Liaison Officers and Responsible Gambling Senior Advisors are professionally supported through ongoing and continuous learning and improvement procedures are in place at both Crown Melbourne and Crown Perth. Crown Melbourne Responsible Gaming Psychologists and an on-site Chaplain are also able to support and assist customers who may be experiencing difficulties.



24/7

**Crown's resorts
provide responsible
gaming services**



Need to talk?

**CONFIDENTIAL
SUPPORT AND
ADVICE**



Responsible Service
of Gambling Team
9362 7500

24-hour Gambling
Helpline 1800 858 858

  **responsible**gambling

Responsible Gaming Centre presentations

Crown Melbourne facilitates and conducts Information sessions at the Responsible Gaming Support Centre for counsellors, social workers and others working with problem gaming support services. Over the last few years, presentations at Crown Melbourne's Responsible Gaming Support Centre have included Gambler's Help, Turning Point, Victorian Aboriginal Health Service and University Welfare office representatives.

In Melbourne, the Office of Gaming and Racing, the Department of Justice, the Victorian Responsible Gambling Foundation and the Victorian Commission for Gambling and Liquor Regulation have all had representatives visit the Responsible Gaming Support Centre and participate in presentations and discussions.

Similar stakeholder engagement sessions and presentations occur at Crown Perth, including regular liaison with Gambling Help WA and offsite training with Government and non-profit welfare organisations.

Responsible Gaming Board Committee

In August 2010, the Crown Board established a committee dedicated to overseeing the responsible service of gaming at both Crown Melbourne and Crown Perth. The Committee is chaired by Crown Independent Director, Professor John Horvath.

Professor Horvath was the Australian Government Chief Medical Officer from 2003 to 2009. He is currently continuing to advise the Commonwealth Department of Health & Ageing and the School of Medicine, University of Sydney, and holds the position of Honorary Professor of Medicine.

The Crown Responsible Gaming Board Committee meets regularly to:

- Review and monitor Crown's responsible gaming programs and the effectiveness of those programs;
- Recommend policies and procedures to enhance the effectiveness of those programs; and
- Promote awareness of responsible gaming issues.

Crown Resorts' Commitment to Responsible Gaming



Crown Melbourne's General Manager for Responsible Gaming presenting at the launch of Responsible Gambling Awareness Week at Crown Melbourne.

Crown's Voluntary Pre-Commitment Program

Crown led the industry with its voluntary pre-commitment (time and loss limit) program that was introduced at Crown Melbourne in June 2003 and Crown Perth in August 2010. The program, called 'Play Safe Limits', allows members to voluntarily set, in advance of play, individual time and spend limits relating to their gaming machine and fully automated table game (FATG) activity.

Crown's voluntary pre-commitment program is conducted through each resort's loyalty program whereby members who play gaming machines (and, where relevant, FATGs) can set the following limits:

- A daily limit on time spent playing gaming machines and/or FATGs; and/or
- A daily limit on spend when playing gaming machines and/or FATGs; and
- An annual limit on spend when playing gaming machines and/or FATGs (this can only be set if a daily spend limit has been set).

Customers make their own decision based on their own circumstances when setting limits. Crown does not advise members on the quantum of their personal time and spend limits.

When a limit set by a customer is reached, an audible warning sounds and a message appears on the point display of the gaming machine and/or FATG, indicating that a limit has been reached. Once this occurs for daily limits, loyalty reward points can no longer be accrued until 6am the following day.

A member can request a change to or removal of any or all limits at any time. To change or remove any limits, the member must visit any of the relevant loyalty club information desks or responsible gaming Centre. Decreases or removal of any limit/s will take effect immediately. Increases to any limit/s will not apply until 24 hours after the member has made the change/s. If any limit is increased, the member is required to confirm this increase at any loyalty club information desk or an automated voucher issuance kiosk (VIK). Failure to confirm the increase within the member's next three visits to the relevant resort will result in the previous lower limit being reinstated.

The availability of Crown's voluntary pre-commitment program is advertised in the regular loyalty club newsletter publications and in each resort's Play Safe Limit brochures, which are on display at their respective loyalty club information desks, responsible gaming Centres and at entry points to the gaming floor.

Player Activity Statements

Player Activity Statements provide Crown loyalty club members who play gaming machines and, where relevant, FATGs, using their membership card with a summary of their activity.

A Player Activity Statement can be viewed on a VIK or can be collected from any of the resort's loyalty club information desks. At Crown Melbourne a member can elect to have it mailed to them.



Staff training and education at all levels

Staff training and education is the cornerstone of Crown's Responsible Gaming Program at both Crown Melbourne and Crown Perth.

Staff undergo training that begins at induction and continues throughout their career. Crown's extensive responsible service of gaming training programs include:

- Induction training. Where all new staff are instructed on Crown's responsible service of gaming practices, available support programs including the responsible gaming Centres, self-care and, at Crown Melbourne, they are provided with a copy of the relevant code.
- A comprehensive online Responsible Service of Gaming training program for all relevant staff. This was developed by Crown Melbourne in 2004 (prior to the introduction of legislation requiring Responsible Service of Gaming training for staff working with gaming machines) and developed by Crown Perth in 2008. This training has been further developed and updated and more recently is completed by all new Crown employees;
- At Crown Melbourne a Senior Manager training program. This aims to assist Managers to support staff in understanding what their responsibilities are in relation to the responsible service of gaming. This includes training in relation to the Code, the Responsible Gaming Support Centre and its services and 'observable signs' which may indicate difficulties associated with gambling behaviours. This training has been rolled out to relevant Gaming, Security Services, Surveillance, VIP and VIP Sales and Marketing staff;

- An on-line training course in Casino Awareness is undertaken by all staff. This relates to specific casino, gaming and other related topics; and
- Refresher Responsible Service of Gaming training every two years for relevant employees at Crown Melbourne and every year at Crown Perth.

Chaplaincy Support Service at Crown Melbourne

In recognition that from time to time, some people may feel they need, or would benefit from, some form of spiritual support, a Chaplaincy Support Service was established at Crown Melbourne in 2007 and remains available for the convenience of staff and customers.

This service is an Australian casino first, and no other casino currently offers this service at this point. The Chaplaincy Support Service is available free of charge through the Responsible Gaming Support Centre.

The Chaplaincy Support Service engages in fresh and distinctive ways of increasing the health and wellbeing of all people, utilising new models for participation in spiritual life that work in conjunction with established responsible service of gaming initiatives. This is an evolving process, which seeks to be faithful to the tradition of community service found in all religious teachings.

All inter-faith enquiries are welcome. The Chaplaincy Support Service is available by appointment. A free call telephone service is available 24 hours a day, seven days a week.

Crown Resorts' Commitment to Responsible Gaming



Crown Melbourne and Crown Perth are members of the National Association for Gambling Studies (NAGS), an organisation that aims to promote discussion and research into all areas of gambling activity.



Self-Exclusion Program

Self-Exclusion is a legally binding process, allowing a customer to ban themselves from entering or remaining on the gaming floor at either Crown Melbourne or Crown Perth.

Responsible Gaming staff are responsible for facilitating the Crown Self-Exclusion Program. Crown has established robust internal procedures that are followed in progressing self-exclusion arrangements for customers is available to all customers 24 hours a day, seven days a week.

Where a customer indicates that English is not their preferred language, Crown uses the services of its multi-lingual staff to assist in the translation.

On a customer's successful application to self-exclude, Responsible Gaming staff will provide the customer with a Self-Exclusion Kit, which contains information tailored to the individual presenting for assistance or referral.

Whilst the onus is on the self-excluded person to stay away from the casino in accordance with their Self-Exclusion Order, Crown and its staff will offer assistance by way of detection where possible and assistance in the event of a breach.

When a person is detected breaching their Self-Exclusion Order, a Responsible Gaming staff member will attend to offer assistance and support. The staff member will discuss with the person the reasons for breaching their Self-Exclusion Order, the assistance available through the responsible gaming Centres and other external support services.

Where a customer who has been the subject of a Self-Exclusion Order seeks to revoke that Order, Crown has a rigorous process in place to approve the revocation.

Engagement with Government, Community and Academia

Senior managers from Crown have participated as members of the Victorian Government's Responsible Gambling Ministerial Advisory Council (RGMAC) over the last few years.

Crown representatives participated in many of RGMAC's Working Groups and Steering Committees. These included:

- RGMAC Self-Exclusion & Pathways to Recovery Working Group;
- RGMAC Gambler's Help Self-Exclusion Program Reference Group;

- RGMAC Responsible Gambling Awareness Week Steering Committee;
- RGMAC Venue Staff Training Working Group;
- RGMAC Code of Conduct Working Group;
- RGMAC Self-Exclusion Working Group; and
- RGMAC ATM Evaluation Reference Group.

Crown Melbourne has participated in all Responsible Gambling Awareness Weeks (RGAW) since inception and for the past three years has hosted an event in support of RGAW activities. Crown Perth has also been an active participant in RGAW since 2007 and has hosted various functions including RGAW Official Launch and RGAW WA Forum.

Crown Melbourne engages extensively with Gambler's Help. This includes direct liaison between Gambler's Help Counsellors and Responsible Gaming Support Centre staff. The Responsible Gaming Support Centre hosts numerous information and collaborative sessions with Gambler's Help staff. Since the establishment of Venue Support Workers (VSW), Crown Melbourne has actively engaged with this sector. Although Crown is not assigned a VSW by the government, information sessions have been provided to ensure a thorough exchange of information and cognisance of Crown's Responsible Service of Gaming programs to work towards good client outcomes.

Crown Melbourne and Crown Perth are members of the National Association for Gambling Studies (NAGS), an organisation that aims to promote discussion and research into all areas of gambling activity. The 2011 Annual International Conference was held at the Crown Melbourne Conference Centre. Crown Melbourne co-sponsored this event and the General Manager Responsible Gaming was a member of the organising committee.

Crown Perth engages extensively with Gambling Help WA (GHWA), the only current provider of counselling services specific for individuals experiencing difficulties relating to gambling in Western Australia. Crown Perth and GHWA regularly meet at the Responsible Gambling Information Centre and respective GHWA offices for collaborative information sessions and activities.

As part of Crown's ongoing commitment to ensuring that its responsible service of gaming program retains its status as being amongst the best in the world, Crown continues to review its responsible service of gaming programs and practices.

Crown's view is that the predominant research supports the identifying and assisting players that

display 'observable signs' is the most reliable and effective way of assisting those players that may experience problems with their gambling behaviours. This is moreover the case at Crown where staff are trained and know how to respond. This is further supported by Responsible Service of Gaming training and services provided at Crown Melbourne and Crown Perth.

Responsible Service of Gaming — Customer Information

Crown's Australian resorts make available a comprehensive range of responsible gaming information to customers and extensively advertise Responsible Gaming Programs, services and information availability to their customers, including in languages other than English.

Crown's Responsible Gaming Messages, (at Crown Melbourne 'Stay in Control' and Crown Perth 'Bet with your head not over it') and each of their responsible gaming Centres and relevant gambler's help contact numbers are displayed throughout each resort and in places such as:

- On gaming machines;
- At table games (including FATGs);
- At ATMs;
- On relevant advertising material;
- In customer bathrooms;
- On the back of Crown loyalty club membership cards;
- On Crown loyalty club newsletters;
- At loyalty club information desks;
- At cashier desks;
- At gaming floor entrances;
- At public telephones; and
- In Melbourne, at Ticket Redemption Terminals and printed on the reverse of tickets.

Crown Resorts' Commitment to Responsible Gaming

An internal television commercial has been developed that advertises Crown Melbourne's and Crown Perth's Responsible Service of Gaming programs and how to seek further assistance through the responsible gaming Centres.

The Responsible Gaming Departments at Crown Melbourne and Crown Perth recently introduced the 'Responsible Gaming' channel in all Crown hotels, which plays the Responsible Gaming television commercial. This is in addition to information pertaining to the responsible gaming Centres in all Crown hotels' in-room guest information compendiums.

Crown has launched a 'Responsible Gaming' button on VIKs, making available to view and print for any customer (loyalty members and non-loyalty members alike), information about the responsible gaming Centres, pre-commitment and the Codes.

There is a variety of information and brochures available at each of Crown Perth's and Crown Melbourne's responsible gaming Centres and their respective loyalty club information desks and at gaming floor entrances. Examples include:

- The Victorian Government brochures 'Pokies: Know the Facts';
- 'Player Information Display' brochures;
- Crown's Codes;
- Crown's voluntary pre-commitment program 'Play Safe Limits' brochures;
- Responsible gaming Centres brochure;
- 'Self-Exclusion' brochure;
- 'Third Party Exclusion' brochure at Crown Perth; and
- 'Chaplaincy Support Service' brochure at Crown Melbourne.

The responsible gaming Centres also have a comprehensive suite of Gambler's Help, Gambling Help WA and other service brochures. Many of these brochures are available in languages other than English.

Crown uses its extensive network of electronic screens at machine bank ends to communicate responsible service of gaming information and messages. This includes listings of services, information about Crown's Responsible Service of Gaming Programs and at Crown Melbourne, a reminder 'Have you had a break?'. The break reminder is also shown on gaming machine and FATG points display screens.

The Responsible Service of Gaming web page on Crown's websites provide Responsible Service of Gaming Program and other useful information. All Codes are able to be downloaded. Crown Melbourne's Code is also available via the website including in community languages: Chinese (traditional and simplified), Vietnamese, Arabic, Greek, Italian, Cambodian and Hindi.

Responsible Service of Gaming information is further available in gaming floor bathrooms.

Responsible Gambling Code of Conduct/Practice

From 2009 at Crown Melbourne and 2006 at Crown Perth, Crown's Responsible Gambling Codes of Conduct/Practice have been available either on the gaming floor via hard copy or on gaming information terminals or via Crown's website.

The documents are regularly reviewed by the relevant regulators and are specific to each resort.

The Codes represent Crown's commitment to its customers and employees concerning the responsible service of gaming.

Since the implementation of each Code, no formal complaints have been received by Crown and no request to respond to any complaints has been received by Crown from the relevant regulators.



Pursuing Sustainable Development

Crown's ongoing environmental sustainability commitment focusses on three key pillars: energy efficiency, water conservation and waste reduction. Crown's vision is to be the leader in sustainable business practice in the gaming and entertainment industry.

Crown's goal is to make meaningful contributions towards reducing its environmental impact by pursuing initiatives in these areas, consistent with our objectives to create memorable experiences and enhance shareholder value.

Crown's continued commitment to implement environmental programs and initiatives resulted in many changes across both Australian resorts this year. Our remote monitoring of energy consumption continued to help us review our use of gas, electricity, and water, then take appropriate measures to reduce consumption as much as possible.

Overall Crown reduced its greenhouse gas emissions by 2.9% compared to financial year 2012 despite increasing the size of both resorts while achieving EBITDA growth.

Crown proudly participated in the global Earth Hour, by turning off all non-essential lighting, in World Environment Day and in the Carbon Disclosure Project (CDP), for the fourth year running.

For the 12 months to 30 June 2013, Crown is not aware of any material environmental issues or penalties within businesses it controls.

Environment and Sustainability Team

Crown's Environment and Sustainability Teams coordinate a range of environmental sustainability activity undertaken across Crown's Australian resorts. The team provides advice on policy development and acts as a central contact point for staff-driven sustainability initiatives.

Direct operations

Crown's Environmental Management System (EMS) is designed to improve Crown's environmental performance and comply with relevant environmental legislation. Crown recognises that a systematic approach to environmental management is the most effective way of improving Crown's environmental performance.

Through committing to the EMS, Crown is demonstrating to its customers, regulators and the wider community that the environmental impacts from its activities or products or services, are being managed responsibly. An EMS helps Crown to identify and reduce its impacts on the environment and continually improve its environmental performance.







Crown Melbourne:

Overall Crown Melbourne reduced its greenhouse gas emission by 6.5% compared to financial year 2012 despite increasing the size of the resorts while achieving EBITDA growth.

Over the last four years, Crown has invested in a comprehensive resource monitoring and reporting system which provides live data for measuring electricity, gas and water consumption throughout the complex. This enables resource saving initiatives to be identified and their improvements tracked as they are implemented. Daily, weekly and monthly reports provide customised time-of-use data to each of the business units, which is critical to improving their environmental performance.

To complement the business-led environmental programs, Crown's employees have initiated their own project group called Eco-shoots. The Eco-shoots team was formed in 2011 and continues to be instrumental in facilitating environmental awareness events across the complex. Major campaigns include raising awareness about World Ocean's day, collecting batteries for recycling, and participating in Corks for the Zoo.

As well, Crown provides guests the opportunity to participate in Crown's Carbon Offset Program. Initiated in April 2012, the program has achieved certification under the Australian Government's National Carbon Offset Standard – a first in the hospitality and entertainment industry. Crown has partnered with Climate Friendly to provide Crown guests the opportunity to voluntarily offset their hotel stay, function or conference event. This voluntary program allows guests to 'Opt In' to offset their visit to Crown. Crown will then offset their emissions by purchasing carbon credits in wind farm projects.

Since 2009, Crown has invested over \$10 million in energy resource savings projects, which has resulted in significant annual savings.

Crown Melbourne's commitment to environmental sustainability is further evidenced through their support of industry initiatives by maintaining memberships with:

- City of Melbourne's 1200 Buildings Program – aimed at reducing the city's environmental impact by retrofitting existing buildings

- Australian Packaging Covenant
- Sustainability Victoria's Waste Wise Program

Energy Efficiency

Crown Melbourne completed its largest energy efficiency project to date with the upgrade of the Crown Promenade Melbourne. With funding assistance from AusIndustry through the Green Building Fund, the project aimed to reduce greenhouse gas emissions by 3 million kg CO₂, which amounts to a 22% reduction. The project involved the replacement of more than 9,000 lights with LED and fluoro technology, optimised heating, ventilation and cooling (HVAC) control and improved housekeeping and maintenance procedures. Completed in March 2012, the energy performance is still achieving a 25% reduction in greenhouse gas emissions.

In addition to Crown Promenade Melbourne, Crown upgraded the controls and lighting systems serving the Clarke Street Administration and Car Park building. The confirmed energy reduction as a result of these works is 16.8%.

During the last two years, Engineering & Maintenance have focussed on the energy efficiency of central plant. These works include:

- Installation of variable speed drives for cooling towers
- Upgrade of absorption chillers
- Replacement of gas trains for central boilers
- Replacement of heat exchangers and increased running times
- Optimised control strategies for electric chillers and gas boilers
- Real-time monitoring of equipment performance

The improvements in Crown Melbourne's central energy plant together with upgrades to the lighting and HVAC systems have resulted in a financial year 2013 reduction of 13% in total electricity consumption compared with financial year 2012 for the main complex.

Throughout the rest of the complex, Crown has upgraded more than 80,000 lamps to energy efficient technology as well as installing more than 1,100 occupancy and daylight harvesting sensors.

25%



reduction in greenhouse gas emissions resulting from energy efficiency project at Crown Promenade Melbourne

total reduction in CO₂ abatement equivalent for financial year 2013, equivalent to powering

800

homes



\$10 million

invested in energy resource saving projects since 2009

Crown Resorts' Commitment to Environmental Sustainability



Separating waste for recycling.

During financial year 2013, Crown upgraded 40% of the building automation control system across the resort.

The total energy projects for the year resulted in a CO₂ abatement of more than 9,700 tonnes, the equivalent to powering 800 homes or removing 2,400 cars from the streets.

Water Conservation

Driven by a commitment to water conservation, Crown Melbourne began implementing water saving projects in 2005, and since then have dedicated significant resources to upgrading the facility. Crown Melbourne has upgraded more than 500 shower heads, 300 taps and 140 toilets to resource saving fittings.

Crown continued the operation of its water recycling system on-site and generated 1.4 million litres of recycled water used for toilet flushing over the year. We also expanded our rainwater harvesting system with the addition of a 125,000 litres rainwater collection and reuse system. These systems have the potential to save 5.5 million litres of drinking water every year.

Life Cycle Management

Life Cycle Management (LCM) is an integrated concept that allows Crown to manage the total life

cycle of its products and services towards more sustainable consumption and production patterns. LCM involves working with our suppliers in how our products are made and distributed, our employees and customers in how our products are consumed, and our waste management contractors in how our products are disposed.

New recycling streams for the year include metal waste and wood waste recycling facilities. The biggest addition to Crown Recycling repertoire is the recycling of gaming cards. Commencing in October 2012, all gaming cards are shredded on-site and then taken off-site for recycling where they are converted into paper towels and toilet tissue. It is estimated that this will divert 240 tonnes of waste per year from landfill.

Crown continues to expand on its innovative recycling systems including soft plastic, green waste, polystyrene, e-waste, organics, metal, Fluorescent tubes, oil, CDs, DVD, and corks. Through the Eco-shoots program, staff were given the opportunity to recycle their old mobile phones via Mobile Muster collection bins, with a tree being planted for each kilogram of phones recycled.

Looking to the future, Crown Melbourne is keen to continue working with our suppliers in this process to bring about significant environmental benefits through our life-cycle approach.

Crown Perth:

Crown Perth continued to work towards a more sustainable environment by monitoring and measuring energy consumption and performance. Our environmental committee, with representatives from each major business unit, drives environmental initiatives in the areas of energy conservation, water conservation, and waste management.

Over the last four years, Crown Perth has invested in a comprehensive resource monitoring and reporting system which provides live data for measuring electricity, gas and water consumption throughout the complex.

Crown Perth continues to roll-out its program of installing water and energy sub-metering complex wide to monitor resource consumption and to identify areas for improvement

Energy Efficiency

Since 2010, Crown Perth has invested in a number of resource saving projects has also resulted in annual savings.

As part of Crown Perth's ongoing energy reduction program, further energy-saving initiatives were undertaken this year, including

- The optimisation of the casino chilled water system, installation of a high-efficiency chiller at the Convention Centre.
- Completed the casino chiller plant upgrade by installing the final chiller in the replacement program of 25 year old chillers with the more efficient chillers.
- The undercroft car park lighting upgrade project halved the energy consumption of the lighting to this area along with long life lamps also reduced the maintenance requirement.

Crown Perth embarked on its site-wide lighting upgrade project with the replacement of coffer fluorescent lamps with LED technology. Due to ongoing lamp replacements to this area the project is to replace existing lamps with longer lasting and more efficient lamps. This initiative indicates a 40% saving in energy usage when compared with the existing lamps.



Paper waste is collected for recycling.

Crown Resorts' Commitment to Environmental Sustainability



Water Conservation

Crown Perth continued its strong focus on water conservation and this year received a five-star rating from the Water Corporation in the One-2-Five™ water management assessment. A number of water saving initiatives were successfully implemented, including the installation of 2.5-litre tapware restrictors/aerators to hand basins. The main cooling towers were independently audited, and the efficiency rating was assessed as excellent. Crown Perth received the Silver Award from the Water Corporation for improving water efficiency by 25-35%, and was a finalist in the Western Australian Water Awards in the category 'Waterwise Business'.

As part of the extensive refurbishment of the Crown Perth resort, all shower heads and tapware at both the Crown Promenade Perth and Crown Metropal Perth were replaced with water efficient alternatives.

Life Cycle Management

Crown Perth continued to optimise the complex-wide public recycling program and the organic waste recycling program that was introduced last year. An audit was initiated to identify areas for improvement. Recommendations have been implemented and a staff education program commenced in December.

Crown Perth introduced recyclable cups for staff areas to reduce water consumption due to high-level of dish washing operations. Crown Perth continues to improve employee awareness by providing environmental information through a number of effective and innovative communication strategies.

Overall Crown Perth's recycling rate has increased to show 60% of waste by weight is now diverted from landfill, reducing CO₂ emissions by approximately 2,000 tones each year.

Crown Perth continues to improve employee awareness of environmental issues by providing employees with relevant information in innovative and effective ways, including an employee education program that commenced in December 2012.



25-35%

improvement in
water efficiency
at Crown Perth



Crown Perth's
recycling rate
has increased
to

60%

of waste by
weight diverted
from landfill

Direct energy consumption by primary energy source

Energy use assessed

Group member	Period over which assessment was undertaken ¹	Energy use (GJ)
Crown Melbourne – Crown Towers, Crown Promenade and Crown Metropol Hotels	1 July 2012 to 30 June 2013	83,443
Crown Melbourne – Retail & Entertainment Complex	1 July 2012 to 30 June 2013	463,670
Crown Melbourne – West End Car Park / Executive & Administration Offices	1 July 2012 to 30 June 2013	12,833
Crown Perth – Crown Metropol Perth and Crown Promenade Perth Hotels	1 July 2012 to 30 June 2013	31,919
Crown Perth – Entertainment Complex	1 July 2012 to 30 June 2013	38,506
Crown Perth – Convention Centre & Dome	1 July 2012 to 30 June 2013	9,973
Total energy use of assessed entities (or part thereof)		640,344
Total energy use of the whole corporate group in the period 1.7.2011 to 30 June 2012		667,598
Total energy use of assessed entities (or part thereof) for the period 1.7.2012 to 30.6.2013 expressed as a percentage of total energy use for the period 1.7.2012 to 30.6.2013		95.9%

Indirect energy consumption by primary source

Energy use assessed

Group member	Period over which assessment was undertaken ¹	Energy use (GJ)
Crown Melbourne – Crown Towers, Crown Promenade and Crown Metropol Hotels	1 July 2012 to 30 June 2013	117,698
Crown Melbourne – Retail & Entertainment Complex	1 July 2012 to 30 June 2013	175,318
Crown Melbourne – West End Car Park / Executive & Administration Offices	1 July 2012 to 30 June 2013	29,524
Crown Perth – Crown Metropol Perth and Crown Promenade Perth Hotels	1 July 2012 to 30 June 2013	62,800
Crown Perth – Entertainment Complex	1 July 2012 to 30 June 2013	83,704
Crown Perth – Convention Centre & Dome	1 July 2012 to 30 June 2013	31,774
Total energy use of assessed entities (or part thereof)		500,818
Total energy use of the whole corporate group in the period 1.7.2011 to 30 June 2012		518,854
Total energy use of assessed entities (or part thereof) for the period 1.7.2012 to 30.6.2013 expressed as a percentage of total energy use for the period 1.7.2012 to 30.6.2013		96.5%

Waste Management

Gaming card recycling



Since 1997, Crown has been separating its general waste stream into recyclable components such as cardboard, plastic, food, paper and glass from across the complex. In 2013, we began the process of separating our gaming cards and recycling them for reuse in paper products.

With more than 17 million visitors every year, the amount of gaming cards being produced is a huge volume. This means that more than 260 tonnes of old gaming cards are disposed to landfill every year.

In partnership with our paper waste contractor, Crown now diverts all gaming cards to dedicated secured receptacles where they are stored on site. Shred-X (our paper waste contractor) then collects the cards and transports them to their facility in one of their secured

vehicles. The cards are then destroyed by their state of the art machinery. Paper shreds are then sorted and graded according to international specifications. Graded paper bales are then supplied to paper manufacturers for recycling into products such as paper towels and toilet tissue.

For each tonne of gaming cards diverted, this results in savings of 1.44 tonnes of CO₂-e and 4,000L of water. As Crown recycles around 260 tonnes of gaming cards very year, this will result in 374 tonnes of CO₂-e savings and over 1 million litres of water savings.

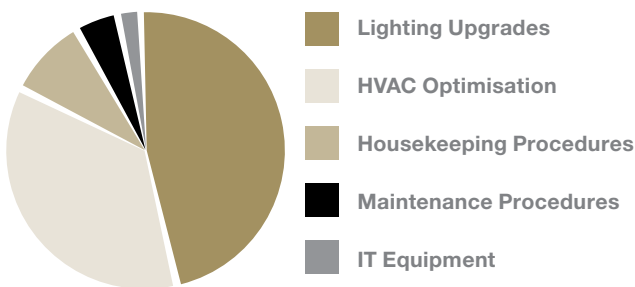


Case Study – Crown Promenade Melbourne

Crown Promenade Melbourne’s Journey to Energy Efficiency

Crown is committed to making meaningful contributions towards reducing our environmental impact by pursuing sustainable practices in all of our operations. One of the more extensive examples of this is the Promenade Energy Efficiency Upgrade project completed in June 2012. In collaboration with eneSolve, Crown identified significant CO₂ savings that could be achieved.

Breakdown of CO₂ Savings by Category:



Through lighting upgrades, Heating, Ventilation & Air Conditioning (HVAC) projects, energy efficient equipment and energy focussed procedures, Crown Promenade Melbourne could see its energy performance rating rise from 0 to 3 star NABERS (National Built Environment Rating System) which translates to an estimated 32% saving in greenhouse gas emissions. The Green Building Fund represented 50% of the contribution of capital that was required to complete the upgrade.



Lighting Projects:



8,090
LEDs across
24 floors



126 sensors
throughout the
hotel



465 compact
fluros in Guest
Rooms



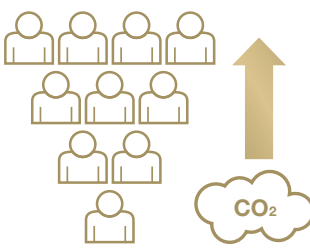
115 LED
exit signs




305 LEDs in the
reception area, restaurant
and meeting rooms

Crown Resorts' Commitment to Environmental Sustainability


HVAC Projects:



CO₂
Carbon dioxide levels are controlled in internal public spaces by monitoring the ventilation levels in accordance to the amount of people in these spaces



CO
Carbon monoxide levels are controlled in undercover car parks by monitoring the ventilation levels in accordance to the amount of cars



Improved central plant control by adjusting the conditions based on the temperature and humidity levels outside

Housekeeping Procedures:

It's all about flicking the switch. When the rooms are not in use, housekeepers help reduce greenhouse gas emissions by:



Changing temperature settings



Turning off desk lamps and TVs



Removing key-switches



Crown considered it essential that the energy upgrade project achieved its environmental goals without compromising on the front-of-house experience. Testament to this, following the completion of the upgrade project Crown Promenade Melbourne received the award for 'Superior Accommodation Hotel of the Year 2012' confirming Crown's dedication to maintaining the hotel's architectural appeal and outstanding customer service.

Crown Promenade Melbourne's energy upgrade was a collaborative effort with particular mention to hotel, housekeeping and maintenance employees.

Economic Value Generated and Invested



Direct Economic Value Generated

The creation of value for its shareholders continues to be the driving force behind Crown.

Crown Melbourne and Crown Perth are generators of economic activity that provide valuable tourism infrastructure, employment and training opportunities, and function as a tourist and entertainment hub for local, interstate and international visitors.

Crown's two Australian resorts also provide employment for approximately 15,000 people and Crown is a recognised industry leader in the provision of learning and development opportunities for its employees.

Indirect Economic Value Generated

As well as the direct earnings generated through the business and the employment provided by the resorts, Crown Melbourne and Crown Perth have a significant indirect benefit to their respective state

economies. These indirect benefits range from intangible benefits associated with Crown's support of state and national tourism bodies through to the employment opportunities provided by the significant capital investment program being undertaken at both resorts.

In 2012, Crown engaged KPMG to conduct an assessment of Crown Melbourne and Crown Perth's contribution to the Australian economy. The results of the KPMG analysis show that both the economic value-added impact and the employment impact associated with the capital expenditure and operations in 2012 of Crown's Australian resorts are significant.

Economic Contribution of Crown's Australian Resorts

KPMG estimated that:

- Crown Melbourne contributed \$2.1 billion in economic value added;
- Crown Perth contributed \$800 million in economic value added;
- Crown Melbourne directly and indirectly supports employment for more than 23,200 (full time equivalents (FTEs) positions) across the Victorian economy; and
- Crown Perth directly and indirectly supports employment for almost 8,000 FTE positions across the Western Australian economy.

Source: Economic contribution of Crown Melbourne and Crown Perth, KPMG, October 2012

Investing \$2.7 billion in large scale tourism infrastructure

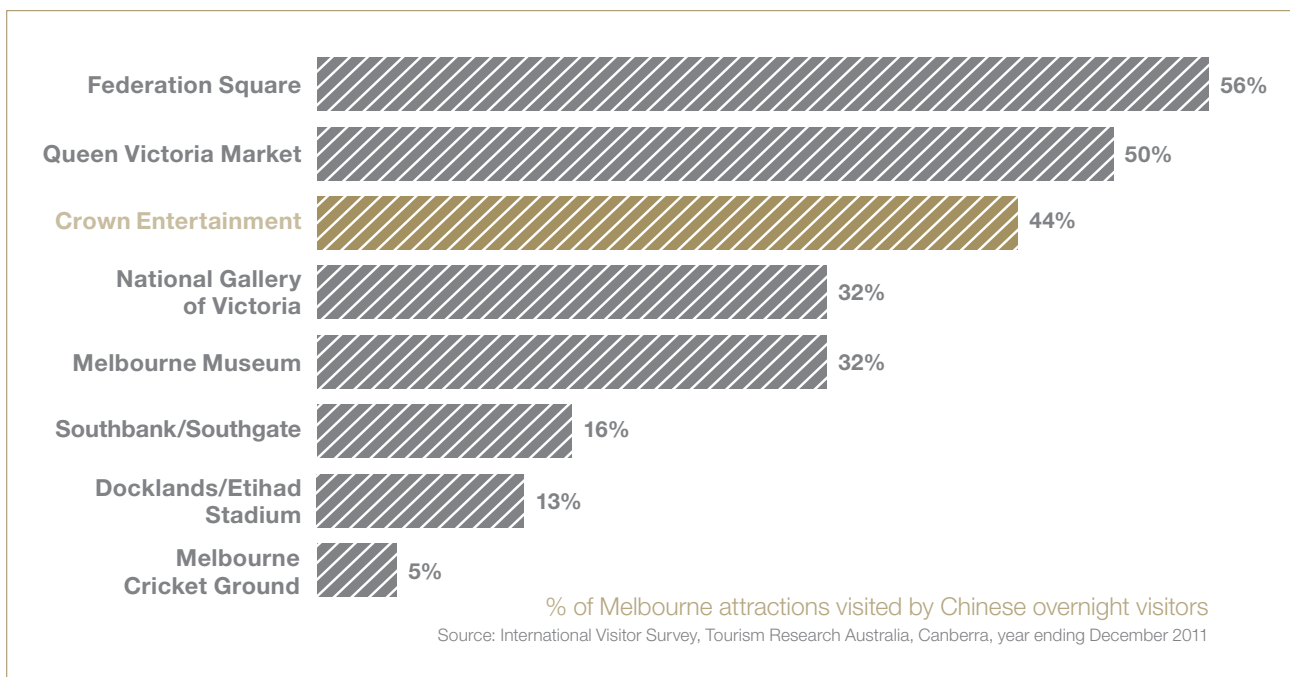
Through the extensive capital expenditure program which has been underway at both resorts, Crown will have invested over \$2.7 billion from financial year 2009 until financial year 2016. This investment has created employment opportunities and further enhanced the quality Crown's Melbourne and Perth resorts as world-class facilities, and enabled them to continue to attract international, especially Asian, tourists as competition increases.

Crown has been a major driver of international tourism for Victoria and Western Australia

Crown has an unparalleled understanding of the tourism industry and has continued to successfully increase visitation to its two resorts despite the relatively stagnant broader Australian tourist market.

Tourism Research Australia's International Visitor Survey in 2011 ranked Crown Melbourne as the third most visited tourist destination in Victoria for all international visitors. The below chart shows that Crown Melbourne was also ranked third for Chinese visitors to Melbourne.

Chinese Visitors to Melbourne's Attractions





In financial year 2010, Crown's significant contribution to Australian tourism was recognised by Euromonitor International, which ranked Crown Melbourne as Australia's top tourist attraction based on its ongoing ability to attract tourists, its unique mix of world-class facilities and the value this creates for Australia's tourism industry.

Crown estimates that approximately one-third of its revenue is generated from international visitors. The majority of this revenue is from Asian customers — predominately Chinese. This makes Crown one of the most significant international tourism operators in Australia, generating valuable export income and ancillary benefits to the States of Victoria and Western Australia.

Crown contributes significantly to tourism as both Crown Melbourne and Crown Perth are major tourist attractions in their states, with the combined sites attracting approximately 25 million visits each year. Crown's strong brand, market understanding, and marketing efforts throughout Asia help Victoria and Western Australia capture their share of the international tourist market.

- Crown is focussed on attracting Asian tourists – the fastest growing and most valuable tourist market in the world
- Crown recognised the opportunity offered by Asia's middle class traveller early and has identified what facilities and services must be offered to capture its share of this market
- Crown has invested significantly in both its Australian resorts and its workforce to tailor its offering to meet the demands of the Asian middle class traveller – providing world-class, luxury goods and services. Crown has complemented this investment with targeted marketing throughout China to ensure the Crown brand is widely recognised as a luxury entertainment offering
- Crown's strong brand recognition in China, has in-turn helped promote Australia as a desirable destination for Asian travellers. Crown has also supported national and state tourism bodies helping to promote Australia as a destination globally.

Case Study: Crown's effective marketing partnership with State tourism bodies

Crown works very closely with State tourism bodies in Victoria and Western Australia in marketing those States interstate and globally to help them capture their share of the international tourist market. The Victorian Government's China Tourism Strategy actually mentions Crown Melbourne as one of the key partners it will work closely with in achieving their targets.

'Work with industry partners to promote Melbourne and regional Victoria in China, including the Crown Integrated Resort, Phillip Island Nature Park, Sovereign Hill and the Bendigo region'

Source: Victoria's China Tourism Strategy, State Government of Victoria, May 2012

Crown Melbourne's and Crown Perth's support of their State tourism bodies incorporates preferred partnership agreements. This support covers accommodation and restaurant utilisation for media and trade visits, meeting space for press conferences, airline bid opportunities, marketing promotions, joint sales calls and attendance at key trade events and missions. Crown is committed to supporting the needs of the State tourism offices and ultimately

sees itself as an extension of these organisations and appreciates the impact this has overall on the success of Australian and State tourism.

Crown also provides bespoke experiences to the State tourism offices and utilises its assets and connections to enhance the State's brand and tourism messages. This incorporates access to the exclusive Capital Golf Course, Super Yacht, key sponsored Crown Events and Crown Ambassadors such as Li Na, China's number one professional tennis player.

Crown has initiated VIP tailored package experiences for the China market supported through the State tourism offices, incorporating various tourism suppliers throughout the States which facilitates regional dispersal and marketing exposure for these key operators.

The State tourism offices often request Crown in the first instance for key media and trade visits due to its brand and the superior product and services offered, that will ensure hosted guests have a truly memorable visit.





Corporate Governance

The Crown Resorts Limited Board is responsible for guiding and monitoring Crown on behalf of its shareholders. In addition, the Board is responsible for identifying areas of significant business risk and ensuring arrangements are in place to adequately manage those risks.

The Board is currently comprised of twelve Directors, seven of whom are independent Directors. A majority of Directors are therefore independent.

The Board has adopted a formal Board Charter which sets out a list of specific functions which are reserved for the Board. Information about Crown's Board members, Crown Board policies, committees and charters can be found on the Crown Limited website under the Corporate Governance tab.

The roles of Chair and Chief Executive Officer are exercised by separate persons.

Crown's senior executives have responsibility for matters which are not specifically reserved for the Board.

Crown has a framework of sustainability policies that apply across all divisions and both resorts covering the following areas:

- Corporate governance
- Selection and management of capital expenditure and investments, and business activities
- Identification and management of Occupational Health and Safety and Environment
- Ethical conduct by staff
- Provision of a safe, diverse and engaging workplace
- Application of the Environmental Management System at both resorts and participation in environmental projects, such as the Carbon Disclosure Project
- Whistle blowing, anti-corruption and anti-money laundering policies
- Effective stakeholder communication policies

This framework is underpinned by Crown's Employee Code of Conduct and the business-specific policies addressing corporate social responsibility.





All Crown staff share a responsibility for identifying and managing CSR issues as part of normal business practice. They are supported by Crown's:

- Board and Management
- Corporate Social Responsibility Committee
- Responsible Gaming Committee
- Risk Management Committee
- Occupational Health Safety Environment Committee teams

When appropriate this involves the use of independent assessments, development of compliance plans and regular reporting of environmental risk management and compliance consistent with Crown's Environmental Management Strategy.

Crown Limited is listed on the Australian Securities Exchange (ASX) and is supervised by the Australian corporate regulator, ASIC.

Crown's key licences:

Crown Melbourne casino licence – key features

Crown Melbourne is subject to the *Casino (Management Agreement) Act 1993 (Vic)*, the *Casino Control Act 1991 (Vic)*, and the *Gambling Regulation Act 2003 (Vic)*. Crown Melbourne is regulated by the Victorian Commission for Gambling and Liquor Regulation. Its role is to oversee the regulation of gambling and liquor in Victoria and ensure the objectives of the *Casino Control Act 1991 (Vic)* are carried out. Crown Melbourne's casino licence expires in 2033.

Crown Perth casino licence – key features

Crown Perth is subject to the legal and regulatory framework established under Western Australian law, pursuant to the *Casino (Burswood Island) Agreement Act 1985 (WA)* and the *Casino Control Act 1984 (WA)*. Under the *Casino (Burswood Island) Agreement* between Burswood Property Trust and the State of Western Australia, the casino licence is not exclusive in Western Australia. However, any further licensed casino to be located within 100km of Burswood must be at least of the same size and standard as Crown Perth.

Crown Perth's licence expires in 2060, and is regulated by the Department of Racing, Gaming and Liquor and the Gaming and Wagering Commission of Western Australia.

Global Reporting Initiative



Crown Perth staff supporting the Salvation Army's fourth annual Easter Appeal.

Scope:

This is Crown's first CSR report and covers the company's performance across a number of key indicators during 2013 in accordance with the guidelines of the Global Reporting Initiative (GRI) G3.1 Framework. In this first CSR Report, Crown has targeted a GRI Level C rating.

Crown's Board and management view the commitment to CSR performance as part of its broader responsibility to customers, shareholders and the communities within which it operates.

The scope of this report includes Crown's physical assets in Australia, Crown Melbourne and Crown Perth, and covers Crown's performance across a number of key indicators during 2013. This initial report will provide a baseline from which Crown can evolve its CSR policies and procedures.

To gain a complete view of Crown's approach to social, environmental and governance issues, these pages should be read in conjunction with Crown's Board Charters available on the corporate website and other sections of the Annual Report including: Corporate Governance Statement, Remuneration and the Financial Reports.

This content has been selected to cover issues of material interest to our stakeholders and significance to our ongoing business performance as one of Australia's largest entertainment and resort company's. Crown's key stakeholders are employees, customers, shareholders, government and regulators, government agencies and Crown's community partners.

Materiality:

For many years Crown has made very deliberate efforts to promote CSR through efficient and sustainable practices within the business with examples ranging from its commitment to Indigenous employment and responsible gaming initiatives to energy saving programs.

Through a consultation process, Crown has identified the issues material to the business. Internal reviews have been conducted to provide an accurate assessment of current practices and identified opportunities for improvement.

Much of what is included in this report has been reported in other company documents or submissions to external parties. Examples include Crown's Annual Reports that address direct stakeholder interest, and participation in the Carbon Disclosure Project, evidence of Crown's ongoing commitment to managing its carbon footprint.

The GRI Framework provides a range of topics which companies can consider when compiling their sustainability report. Crown has chosen ten key performance indicators against which to report and have prepared a Level C report as defined by the GRI Framework.

Those performance indicators cover categories of CSR which relate to the company's social contributions, Crown's commitment to employee training and career development, diversity, economic performance and environmental considerations.



Global Reporting Initiative Indicator

EN3	Energy saved due to conservation and efficiency improvements
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives
EN7	Initiatives to reduce indirect energy consumption and reductions achieved
EN1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments
EN9	Understanding and describing significant indirect economic impacts, including the extent of impact
LA3	Benefits provided to full-time employees by major-operation
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs
LA10	Average hours of training per year per employee by gender, and employee category
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings
LA12	Percentage of employees receiving regular performance and career development reviews, by gender

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**CROWN
RESORTS**



Crown Resorts Limited

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