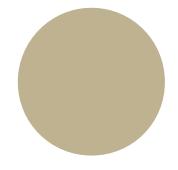
CROWN RESORTS LIMITED

CORPORATE RESPONSIBILITY REPORT

FINANCIAL YEARS 2020 & 2021













Awards & Recognition, Our Partners and 2021 Highlights



Building Resilience -Our response to COVID-19





Our Approach -Respect and Responsibility

Customer Experience





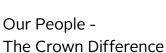
Environmental Sustainability and Climate Risk





Sustainable Supply Chain

CONTENTS







Supporting Our Community





Crown Resorts Foundation

Performance Data





GRI Content Index

AWARDS & RECOGNITION



ISO22.000 Safety Audit Certificate awarded to Crown Perth



Forbes Travel Guide Four Star Award Crown Spa Perth



Forbes Travel Guide Four Star Award Crown Spa Melbourne

2021



Forbes Travel Guide Five Star Award Crown Towers Perth



Forbes Travel Guide Five Star Award Crown Towers Melbourne



Water Corporation WA



AHA Accommodation Awards for Excellence

Best Overall Hotel of the Year Crown Towers Perth



Awards for Excellence

Responsible Service of Alcohol Award



Forbes Travel Guide

2019

Crown Spa Perth



Forbes Travel Guide

Four Star Award Crown Spa Melbourne



Forbes Travel Guide



Forbes Travel Guide

Five Star Award Crown Towers Melbourne





2019 Victoria Park **Business Awards**

Winner Excellence in Access and Inclusion CROWNability



WA Government Infinity Waste Awards

Highly Commended Crown Perth



Forbes Travel Guide

Five Star Award Crown Towers Melbourne



TAA Victoria Awards

Deluxe Accommodation Hotel of the Year Crown Towers Melbourne & Perth



Gourmet Traveller Australian Hotel Awards

TWR Perth



AHA WA Accommodation Awards for Excellence

"Multiple Categories" Crown Perth



Forbes Travel Guide

Five Star Award Crown Towers Melbourne



TAA Victoria Awards

Multiple Category Crown Melbourne





Perth Airport Western Australian Tourism Awards



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



2017 Australian Property Council



2017 Gold Plate Awards

Silks & Modo Mio Crown Perth



Tourism Education and Training, WA Tourism Awards 2016



Business Awards



Gold Award at the 2016 Brandon Hall Group HCM Excellence Awards



2016 Australian **Business Awards** Community Contribution



2017



CROWN RESORTS FOUNDATION'S PARTNERS*







































CARRIAGEWORKS







































Museum of Contemporary Art Australia













O PERA AUSTRALI A





























































2020 & 2021 HIGHLIGHTS

CONTRIBUTING TO OUR COMMUNITY



The Crown Resorts Foundation donated \$25 million to support various organisations in WA, NSW and VIC during the Black Summer bushfires



Provided over 1,230 room nights to support those impacted by domestic violence



Donated over 2 tonnes of soft linens to various charitable organisations, including The Lost Dogs Home and the Lort Smith Animal Hospital



Donated over \$330,000 to employee nominated organisations via the Crown Community Champions program



Donated over 21 tonnes of food to Foodbank, Oz Harvest, The Salvation Army and the Father Bob Maguire Foundation, to name a few

CARING FOR OUR ENVIRONMENT



Diverted over 52,000 tonnes of waste away from landfill in the past five years



Converted over 1 million light fittings to LED in the past five years

LOOKING AFTER OUR PEOPLE



Hardship Fund established in Melbourne, Perth and Sydney to support employees in need during COVID-19 property closures



Launched Crown's first Gender Action Plan



Over 1,000 employment opportunities* created through the Indigenous Employment Program



Over 670 employment opportunities* created through the CROWNability Program



Crown Jobs Network established to assist Crown employees in accessing external employment opportunities during property closures

*Since program inception

CROWN COLLEGE

Since inception, over 11,225 employees have graduated and completed a qualification from Crown College, including over 8,000 trainees and apprentices



Over 780 employees and students are currently enrolled in Certificates III, IV, Diploma and Advanced Diploma level qualifications*



Over 345 participants have taken part in the 500 Training Places program, and 125 graduates of this program have gained employment in hospitality and security at Crown*



Crown has committed to providing free training for 1,000 new hospitality workers at Crown College Melbourne.



BUILDING RESILIENCE OUR RESPONSE TO COVID-19



Building Resilience

The 2020 and 2021 financial years stand out as two of the most challenging in our history with unprecedented impacts on business operations from the COVID-19 pandemic and intense public and regulatory scrutiny.

With COVID-19 restrictions continuing, the past 24 months have been extremely testing for our employees, customers, suppliers, and society more generally, and have forced changes to most aspects of our work and lives.

Extended lockdowns to reduce community transmission of COVID-19 have curtailed activity in many parts of the economy, with the hospitality sector among those industries most heavily affected. Restrictions on travel between states and territories – and the continuing closure of the Australian border to international visitors – have also had a devastating impact on the tourism industry.

Our priority is the health, safety and wellbeing of our employees, customers and the community, so Crown is supportive of the measures taken by the State and Federal Governments.

Crown's COVID-19 Vaccination Policy came into effect in October 2021, requiring all employees and visitors to Crown's premises in Australia to be fully vaccinated against COVID-19.

Our Response

Crown is a signficant employer in Melbourne, Perth and Sydney. The closure of Crown's properties has had a substantial impact on its people, with Crown forced to stand down, on either a full or partial basis, approximately 95% or over 11,500 of its employees for varying periods of time.

During this highly disruptive time, Crown focussed on the overall wellbeing of employees and has provided various forms of assistance to employees impacted by the pandemic.

Crown has also adapted to operating in a virtual environment using a range of media to both initiate opportunities for employees to interact with colleagues and managers directly, as well as creating greater focus, visibility and access on the range of support services available for employees.

Employees have been provided ongoing support via Crown's HR Support Centre and Staff Support Contact Centre, assisting employees with access to advice about employment related options as well as practical support. Crown continued its program to assist employees who were stood down to access alternative temporary employment with other organisations.

Thousands of employees were also financially supported by the Australian Government's JobKeeper Payment scheme and COVID-19 Disaster Payment from Services Australia.

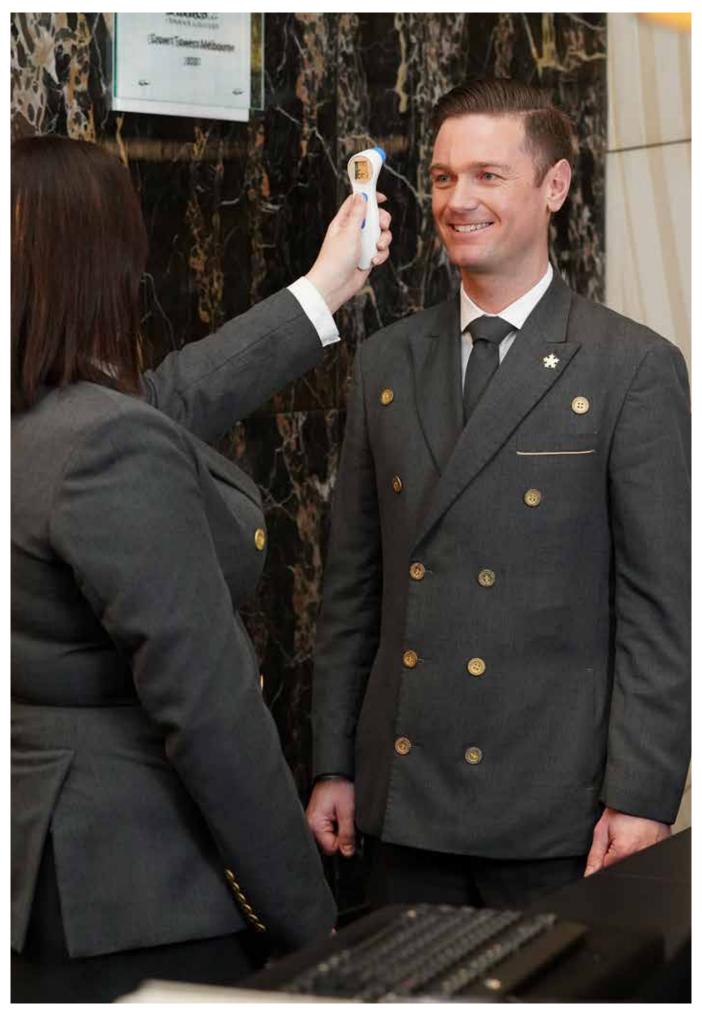
Since the conclusion of JobKeeper, Crown's practice has been to pay full rostered shifts in week one of a lockdown followed by discretionary payments from Crown to employees, which is considered on a case-by-case basis depending on their eligibility for government assistance. Crown is also providing employees with information about the Australian Government's enhanced assistance for individuals whose ability to work has been impacted by the extended lockdown.

Another important initiative for many employees is the continuation of the Crown Resorts Hardship Fund. The purpose of the fund is to provide short-term emergency financial assistance to current Crown employees who are experiencing genuine short term financial hardship as a consequence of either having been stood down or not offered shifts due to COVID-19. To date, close to 1,000 employees have accessed this fund to alleviate financial hardship caused by not being able to work in lockdown.

Recognising the importance of reconnecting and engaging with team members, upon re-opening, team members attended face to face re-onboarding programs to develop the knowledge and skills required to operate in a COVID-19 safe way, and enable a comfortable transition back into the workplace.

In 2020, at the onset of COVID-19 Crown sought ways to utilise its hotel assets to support the community. Crown provided approximately 1,550 rooms across its Crown Metropol and Crown Promenade hotels to accommodate returned overseas travellers who were required to selfisolate for two weeks.

In addition, in conjunction with the Victorian Government and service providers, Crown Melbourne has been providing safe accommodation, at no cost, to those experiencing family violence. The program includes the provision of hotel rooms, food and other amenities such as meeting facilities for the provision of counselling services in a safe environment. In calendar year 2020, Crown Melbourne provided over 1,230 room nights under this program.





OUR APPROACH RESPECT AND RESPONSIBILITY



Enhancing Crown's Corporate Responsibility Program

Two years of inquiry and introspection has brought to the surface a range of issues, many of which have an impact on our people and our community. In addition, the COVID-19 pandemic has had major health and economic impacts on so many countries, and for the first time in Crown's history, the majority of our workforce was stood down. The combination of regulatory inquiries and COVID-19 impacts the mental health and wellbeing of our people and impacts our relationships with stakeholders who are so important to our corporate responsibility program.

We are proud of all that our committed employees and partners have achieved since we started to focus on corporate responsibility reporting nine years ago. It is time for us to reflect on who we are today and redefine our focus areas and goals that are aligned with stakeholder expectations.

Crown's reform program has picked up pace across all areas of the organisation, including management, structures, governance, policies, procedures and culture.

Reviewing our corporate responsibility focus areas is part of this overall reform program and this will be led by Crown's new Group Executive team and overseen by the significantly renewed Crown Resorts Board.

In 2020 we collected the annual data for our environmental footprint; diversity programs; training and development programs; and substantial philanthropic contributions through our Crown Resorts Foundation.

We are publishing this report with 2020 and 2021 data and will review our focus areas for future corporate responsibility reporting.

As part of Crown's culture review, we have renewed our purpose statement: 'Together, we create exceptional experiences with respect and care for our communities'. This statement acknowledges that to be trusted and earn our social licence to operate we need to play our role as a community member responsibly. That means we must not only act in accordance with the laws that govern us, we need to act with integrity and transparency around every decision we make, understanding the impact it has.

This starts with the leadership of our organisation and ensuring corporate responsibility is completely integrated into our broader corporate strategy and business objectives.

In 2021, Crown's Group Executive team has been enhanced with high calibre executives from outside the industry joining Crown in executive leadership roles:

- Steve McCann, Chief Executive Officer and Managing Director
- Steve Blackburn, Chief Compliance and Financial Crimes Officer
- Tony Weston, Chief People & Culture Officer
- Nick Weeks, Executive General Manager Transformation and Regulatory Response
- Betty Ivanoff, Group General Counsel
- Danielle Keighery, Chief Corporate Affairs and Brand Officer*
- Simon McGrath, Chief Executive Officer of Crown Sydney and Group Head of Hospitality*
- Jeannie Mok, Chief of Staff

We will continue to work hard to implement these reforms as we seek to repair Crown's reputation and build the trust of our communities, regulators, governments, and investors as a responsible operator of outstanding quality integrated resorts.

COVID-19 continues to create uncertainty, with ongoing operating restrictions likely to continue to materially influence business performance in the near term.

As at the time of production of this publication, Crown is in the process of reviewing the Victorian Royal Commission Report and the Victorian Government's response. Crown will work cooperatively and constructively with the Victorian Government in relation to the findings and recommendations of the Report and their response.

We also await the outcome of the Perth Casino Royal Commission, due to report by 4 March 2022.

Despite the uncertainty facing the business, we remain focussed on transformation and remediation efforts to address the shortcomings of the past. We will work hard to rebuild our social licence to operate ensuring that corporate responsibility, underpinned by our commitment to the highest levels of transparency, accountability and integrity, is at the core of our operations.

We believe that Crown has a truly special portfolio of premium integrated resorts which are well positioned to make a strong recovery once Australia emerges from the current challenges of the pandemic. Crown Melbourne and Crown Perth are world-class entertainment precincts and we are excited about the prospects of Crown's new 6-star resort, Crown Sydney.

While we continue to refocus our organisation structure and strengthen our Board and management team, we have made real progress in reforming the company, and believe we are on the right path to address our challenges, leading to longer-term sustainable shareholder value.

The renewed Board and leadership team are committed to setting the standard expected across the organisation, and Crown's employees have embraced the change with engagement, energy and commitment.



Dr Ziggy Switkowski AO, Chairman Crown Resorts

While there is a role to play for everyone in enhancing corporate social responsibility, for me our commitment starts at the top. It requires strong leadership and clear communication and role modelling of values and expectations to ensure there is alignment across the organisation. The Board of Directors enthusiastically accepts that responsibility.





Steve McCann, Chief Executive Officer and Managing Director

Maintaining a social licence means protecting and enhancing our communities and creating a safe environment for people to work and play.





Steve Blackburn, Chief Compliance and Financial Crimes Officer

Casinos can be susceptible to criminal activity; we give meaning to our social licence by detecting, deterring and disrupting crime and helping to protect our operations from criminal activity.





Tony Weston, Chief People & Culture Officer

Our social licence is earned by respecting and caring for our employees, customers and communities.





Nick Weeks, Executive General Manager Transformation and Regulatory Response

Social licence is a privilege, not an entitlement, and corporate responsibility is essential for maintaining social licence.





Betty Ivanoff, Group General Counsel

Our social licence means fulfilling our commitments to all of our stakeholders, including our employees, customers, communities, regulators, governments and investors.



Our Reporting & Our Stakeholders

This is Crown's eighth Corporate Responsibility report. This report covers a two year period from 1 July 2019 until 30 June 2021. It relates to Crown's Australian resorts, Crown Melbourne, Crown Perth, and Crown Sydney from its opening in December 2020. Crown has defined its material issues as those which reflect significant economic, environmental and social impacts and has referenced the 2017 GRI Standards – for further detail, please refer to the GRI Content Index on pages 71 - 73. The material issues which have been identified for reporting purposes are set out below.

Material Issue	Issue Description				
Anti-corruption	Anti-corruption policies and practices which underpin Crown's activities				
Anti-money laundering	Proactively assessing and addressing money laundering risks at all times				
Carbon emissions	Efforts to minimise greenhouse gas emissions				
Community giving	The Crown Resorts Foundation and other philanthropic programs/activities run by Crown and their role in addressing community needs				
Diversity	Crown's performance in promoting gender, LGBTIQ+, cultural and linguistic, Indigenous and disability diversity				
Employee learning and development	Crown's investment in learning and development and its role in promoting careers for its employees				
Employment	Crown's role as a major employer in the VIC, NSW and WA economies				
Ethics and governance	Strong governance processes and an uncompromising ethical approach to business				
Partnerships	Partnerships with other groups to achieve Corporate Responsibility outcomes				
Resource use	Crown's efforts to improve efficiency of resource use – energy, water, food and beverages etc				
Responsible gaming and responsible service of alcohol	Supporting customers to enhance their Crown experience				
Safety/security	Providing for the safety of customers and employees				
Supply chain	Opportunities for Crown to work more closely with its supply chain to support Corporate Responsibility outcomes				
Waste management and reduction	Crown's efforts to recycle, minimise and manage waste				
Workplace Health & Safety	Workplace health and safety performance and practice				

How Crown Engages with Stakeholders

The primary stakeholders with whom Crown engages are:

- customers;
 employees;
 unions;
 regulators;
 government;
 business partners and suppliers;
 media;
 shareholders;
- local community; and
- environmental organisations.

Crown needs to significantly invest in a number of its stakeholder relationships. Building and maintaining strong relationships with all stakeholder groups is a focus of Crown's business approach. Crown aims to maintain open and constructive stakeholder dialogue on all key industry issues. Crown values its engagement with external stakeholders. This includes a commitment to the broader community, specifically through improving environmental efficiencies, fostering community goodwill through involvement in philanthropic programs and employee community engagement.







OUR PEOPLE THE CROWN DIFFERENCE





Our Cultural Transformation Program

Crown recognises the importance of maintaining the right corporate culture - a culture that our employees identify with, are proud to be a part of and is respected and trusted by our customers, stakeholders and the communities within which we operate.

Importantly, a comprehensive review of Crown's culture has been undertaken with a renewed target culture and a well-charted roadmap for change which was implemented in September 2021. This roadmap for change will include a wholesale reset of the 'tone from the top' under the leadership of Crown's new Board and Executive Team.

The culture transformation program comprises three key elements and has been supported by external experts in the field:

- Understanding the current state culture;
- Defining the target state, including a review of Crown's existing purpose and values; and
- Building a roadmap to move Crown from the current state culture to the target state culture.

Leaders from across the business have come together to develop and deliver on this program of work. Whilst there is much work that is still to be done, Crown has made great progress on this important program and the roadmap for change since it was launched.

Crown's leaders have emphasised that this is an opportunity to recognise Crown's strengths, repair areas that need improvement, reimagine Crown's strategy, and put in place processes and structures to ensure Crown lives its purpose and values. It is an opportunity to invest in Crown's people, particularly in relation to the care that we show for our customers and the experiences they enjoy within our properties. Our aim is to build a genuine learning organisation and one that is continually looking to improve. In doing so, we will curate Crown's culture for the next generation at Crown.

Our Purpose and Values

Purpose and values are the foundation of our culture and through listening to our people, we have embraced the cultural strengths that make Crown great and have renewed some areas where we think we can improve.

At Crown we have always been about creating exceptional, world-class experiences for our customers.

We acknowledge that to be trusted and earn our social licence to operate with all our communities, we need to create those experiences with respect and care for everyone.

That means we must not only act in accordance with the laws that govern us, we need to act with integrity and transparency around every decision we make, understanding the impact it has.

We need to work together as a team, but also work together with all our stakeholders so we create shared value for all.

Our Purpose

At Crown our purpose is simple.

Together, we create exceptional experiences with respect and care for our communities.

Our purpose is underpinned by our four core values:

- We act with Integrity
- We work together
- · We care
- We strive for excellence.

Our values mean:

- We build authentic relationships with all our stakeholders to ensure that we not only uphold the laws that govern us, but are respected as a leader in our industry.
- We realise we are stronger when we work together. We actively champion diversity and inclusion, and seek out new thinking to drive our success as individuals and as a community.
- We go beyond exceptional customer service to demonstrate true customer care.
- We strive for excellence in everything we do.

The Behaviours we Uphold ...



- When we make decisions, we take time to consider our values, and the risks to our communities and Crown
- · We are honest and transparent when interacting with everyone
- We follow the spirit of our rules, code of conduct, and the laws and regulations that govern us
- We speak up when we see the wrong thing happening or have something to contribute
- We respond respectfully and are receptive to people speaking up
- We trust and empower people closest to the decision to make the decision
- We ask ourselves and others the hard questions with empathy
- We act responsibly, take accountability for our actions, and admit our mistakes and shortcomings
- We ask 'should we' not just 'can we'



- We collaborate with each other, our customers, and our communities in pursuit of our common goals
- We communicate and work effectively across teams to unlock greater potential
- We balance the interests of others with our personal goals
- We seek out different perspectives to inform our decisions and make those people feel heard
- We share our knowledge and lessons learnt from our mistakes
- We welcome and include people different from ourselves in race, age, gender identification, sexual orientation and abilities to create a sense of belonging
- We celebrate and enhance each other's work through constructive feedback





- We nurture authentic relationships based on respect
- We look after and support those in our communities
- We take the time to listen and understand the perspectives of others
- We acknowledge and have concerns for people's wellbeing, health and safety
- We choose what is right for our communities





- We go further to bring out the best in others
- We show passion when creating exceptional experiences
- We pursue opportunities that exceed expectations
- We recognise and celebrate those who demonstrate excellence
- We pursue creativity and innovation to grow
- We look outward to continuously improve
- We assume there is always a solution and don't give up until we find it

Crown College

Crown College is celebrating 25 years this year, as one of Australia's largest and longest running enterprise Registered Training Organisation (RTO), a significant milestone that we are proud to celebrate. Our vision is to continue to build on our reputation as a centre of education and training excellence that provides high quality and innovative programs and pathways to employees who graduate job-ready and able to meet industry needs.

Crown College provides an accessible, industry-ready, and high-quality training for those aspiring to forge a career in hospitality and tourism industries. We aim to maintain and strengthen our position as a leader in the design, development and delivery of training and education, to address the employment needs of the hospitality and tourism industries.

Since conception, over 11,225 employees have graduated and completed a qualification from Crown College, this figure including over 8,500 trainees and apprentices. Crown's aim is to create career pathways for its employees and, in the 2021 financial year, over 780 employees and students are enrolled in Certificates III, IV, Diploma and Advanced Diploma level qualifications delivered through the Crown College RTO.

Crown College continued its support in 2021 of the Victorian State Training Awards and is committed to investing in the next generation of trainees and apprentices through our ongoing sponsorship of these significant industry awards. While many competitions were postponed this year, we are very proud of our apprentice, Yonas, who won best 1st Year Apprentice, and Reaksa, who won Best 2nd Year Apprentice and Best Overall Score. Two of our international students, Guilherme and Laura, also won silver medals at this competition.

Both Yonas and Reaksa will travel to Sydney to represent Victoria at the National Finals held at Fine Foods Australia. Shaikhani, another of our 3rd year apprentices in Melbourne, has also been short listed for "the Koorie Student of the Year Award" at the Victorian Training Awards. Abbey, one of our adult apprentices working at The Merrywell in Perth, also won the Nestle Golden Chef's Hat award. These are all testaments to Crown's continued commitment through Crown College to enable its Crown employees and students to receive on-site access to world-class training, vocational and development programs.

Crown College's ongoing commitment to delivering education that leads to employment is evident through the established 500 Training Places Program. This program delivers qualification Certificates II and III for retrenched Victorian workers affected by industry restructuring. The program has since been expanded to Indigenous Australians, people who have been affected by family violence and those who are disadvantaged in the workforce. The initiative continues to progress and has received over 1,460 enquiries since its inception. To date, there have been over 350 participants in the program and over 180 program graduates have gained employment within the hospitality and security industries.

In addition, in 2021 Crown launched a new initiative to support the hospitality and tourism sector. Crown is offering 1,000 new training places to hospitality workers at Crown College Melbourne. This initiative is being delivered in partnership with the Victorian Chamber of Commerce and Industry and the Australian Hotels Association (Victoria).

Leveraging Crown's training experience and success in Melbourne, the team has also commenced several Employment Readiness Programs and Forums in Western Sydney. Our aim over time is to create employment pathways from high school to careers in the Hospitality and Tourism industries. The Crown College team are working closely with local community, high schools, and career advisors in the development of these programs.

Crown College Sydney was opened in July 2020 adding a third purposebuilt training facility to the Crown College brand. The industry-leading sites in Melbourne, Perth and now Sydney provide ongoing professional development to thousands of hospitality and tourism professionals each year.

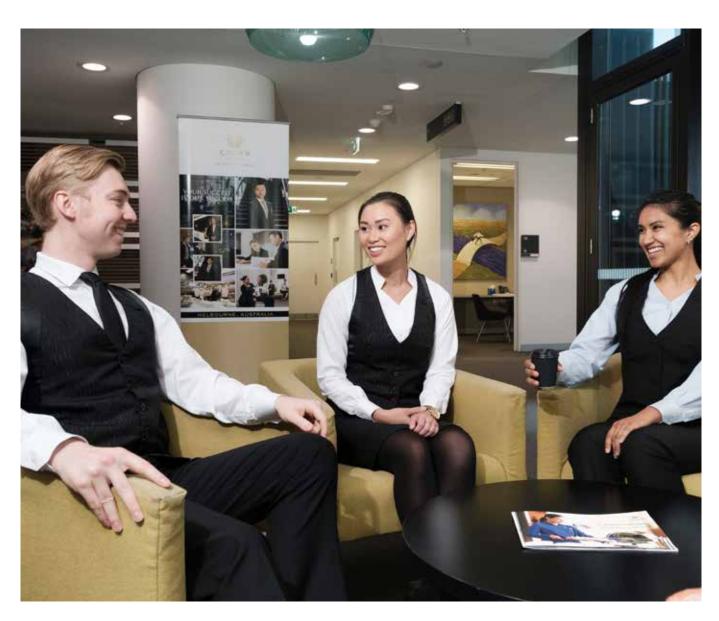
As part of the pre-opening training plan for Crown Sydney, the Crown College team were able to deliver 22 corporate induction programs which included over 11,000 hours of induction training and delivered over 200 individual training sessions to over 1,300 new employees.

Although times are incredibly uncertain at the moment and as we head into a somewhat 'normal' COVID-19 operating environment it's important to Crown that we continue to invest in the development of our employees and students. By focussing on the needs of our employees and students in the industry, we provide diverse and stimulating learning experiences that make graduates highly employable.

Crown College International

Crown's commitment to education and training is evident through the establishment of Crown College International (CCI) in Melbourne. While the year was challenging due to COVID-19 restrictions, since conception CCI has received over 700 applications, converting 356 enrolments from 25 countries.

CCI continues to increase student enrolments on shore and build a social media presence to raise awareness of its programs. As the team navigates through this period, the welfare of our students remains our priority. The CCI team has been supporting our students through several different initiatives such as producing 500 meal care packs. These care packs were produced by our students. The CCI team also provided 1,200 lunch vouchers so students could dine in the employee restaurant.





Crown Community

Crown Community represents a key focus in developing an inclusive and diverse workforce and contributing to the communities in which Crown operates. Crown is proud to support a number of charities, particularly through employee-led community programs such as the Community Champions, as well as the work undertaken through the Crown Resorts Foundation.

Crown's approach to diversity and inclusion ensures that its workplace remains a dynamic, positive environment where all employees feel valued in their role and comfortable and confident in bringing their whole self to work every day.

Crown's strategy focusses on Crown's people and encompasses several programs including the Indigenous Employment Program, CROWNability, Gender Equity, Crown Pride, as well as the Family Support Network and the Cultural and Linguistic Diversity Employee Network. Crown also has an active Environmental program, CROWNEARTH, aimed at environmental sustainability.

These are just some of the official programs to support Crown's diversity and inclusion strategy but they do not exist in isolation. Crown's

approach to diversity and inclusion acknowledges intersectionality; the individual groups employees identify with cannot be compartmentalised and Crown recognises that people can simultaneously belong to multiple groups.

Crown's internal programs were showcased during Crown Community week, which was celebrated at both the Melbourne and Perth properties. The week comprised of a number of staff events, which celebrated the diversity of Crown's staff and reinforced the way in which Crown's employees are united in a shared passion and purpose.



CROWN INDIGENOUS EMPLOYMENT PROGRAM

Indigenous Employment Program

Crown has an unwavering commitment to the Traditional Owners of the land on which it operates, through respect for culture, lore and closing the gap on Indigenous disadvantage.

Since its inception in November 2009, Crown's Indigenous Employment Program has provided over 1,000 employment opportunities for Aboriginal and Torres Strait Islander people in Australia.

Crown continues to maintain strong community relationships including National Centre of Indigenous Excellence (NCIE) and Souths Cares, both located in Sydney, and the ongoing partnership with the Department of Justice – Western Australia, providing pre-release training, confidence building and employment opportunities for previously incarcerated Indigenous men and women at Crown Perth.

While the last financial year provided many challenges, Crown's Indigenous Employment Program remained committed to the learning and development of Indigenous employees, having another participant complete the coveted Emerging Indigenous Executive Leadership Program (EIELP) in partnership with Elevate RAP organisations and the University of New South Wales.

The continued rollout of compulsory cultural insights online modules for all Crown employees reinforced Crown's commitment to raise awareness of Aboriginal history for the land which each Crown property occupies.

Crown is currently in the process of developing its next Reconciliation Action Plan, with a key focus on the positive social impact it delivers in the communities in which Crown operates.



CASE STUDY Shaikhani Fewings

Crown Melbourne Apprentice Chef Shaikhani Fewings travelled to Alice Springs in April 2021, operating in quite a unique kitchen environment through her participation in the Parrtjima Festival.

The Parrtjima Festival is a free festival showcasing the oldest continuous culture on earth – the Indigenous culture – through the newest technology, all on the 300-million-year-old natural canvas of the MacDonnell Ranges National Park. The festival connects visitors to Country with new artworks, light shows, performances, workshops, live music, films and talks.

For six of the days across the 10-day festival, Shaikhani was tasked with providing a wonderful, native food experience to the guests.

"We had to prepare 130 canapé portions of nine different dishes so, all up, around 1,170 portions; this was done with the help of a kitchen hand," Shaikhani said.

In order to participate in the Festival, Shaikhani had to propose a canapé menu of nine items, with costing, to the managing body of the Coolamon Café located at the National Park where the festival was held.

Her impressive menu included pavlova nest with finger lime, chocolate mud cake, chocolate wattleseed tart with salted caramel, muntrie scone with coconut cream and strawberry gum jam, crostini with Davidson Plum compote, rice paper rolls with cured salmon, finger lime and aniseed myrtle, potato and samphire croquettes with sea parsley sauce, smoked salmon blini with river

mint cream, kangaroo pepper berry sausage rolls, pepper berry panko prawns, saltbush lamb kebab, chicken parfait with Lilly Pilly jelly, vegetable and halloumi skewers, fried haloumi and Davidson Plum chutney baguette.

"It was an amazing experience! I learnt many things through working in an environment different to my normal surroundings at Crown. I learnt a lot from an operational perspective, with guidance from my mentor, Melanie Hargreaves, Training Team Leader – Culinary."

Fortunately, working in Banquets Garde Manager Kitchen meant that Shaikhani was well-prepared for the enormity of this challenge although she admits the unique environment presented some challenges.

"I had to learn to roll with the punches and adjust things to suit different circumstances of the environment. Also, I was adjusting recipes and dishes to suit availability of ingredients."

Shaikhani joined Crown in August 2018 through the Indigenous Employment Program, in the Mahogany Room kitchen as an Apprentice Chef before experiencing the busy kitchens of Mesh and Emporio, until eventually settling into Banquets.

Shaikhani grew up in Flinders, Adelaide, South Australia, and a love of food and cooking has always come to her quite naturally.

"I've been interested in cooking ever since I can remember. I recall making mud pies and failure cakes with flour and jam as a toddler."

While she does not have just one favourite meal to prepare for family and friends, Shaikhani says anything that can be "made with love and enjoyed by everyone" elevates her experience in the kitchen.

"This ranges from pasta dishes, to stews, soups and curries, which has become a staple in modern Indigenous culture – I enjoy sharing food made with love."

Shaikhani was named a finalist by the Victorian Training Awards for the Koorie Student of the Year Award in August 2021 and one day would love to establish her own catering business specialising in native fusions.



CASE STUDY Katie Saxton

After moving to Melbourne in 2015 and facing the common challenge of finding work, Katie Saxton stumbled across Crown and its Indigenous Employment Program – when she saw an opportunity as a Food & Beverage Trainee, she jumped at it.

"I never envisioned working in Hospitality, but ever since I stepped foot into a bar, I've known I'm doing what I am meant to be doing," Katie says.

The Traineeship saw Katie take on a nine-month venue rotation before being hired part-time as a Food & Beverage Attendant in Bars.

Katie then took on Higher Duties and was promoted to Bar Supervisor in 2018, before moving to Food & Beverage Supervisor at The Pub.

Fast forward to 2021, Katie is now

Assistant Bar Manager of Level 1 Bars at Crown Melbourne and just loves coaching her team.

"Whether it be how to make a cocktail, learning a new system or to be confident in customer service - I love being able to help and guide my team to build a memorable experience for both our guests and for themselves so they enjoy coming to work."

Katie is very much a hands-on leader who values practising what she preaches and prefers a style of coordinating and assisting her people 100% of the way.

"I am task-orientated by supporting and motivating my team; I build on my team's strengths and enjoy promoting a positive and engaged environment.

"I thrive on engaging my team in making decisions together to achieve results."

Her passion for her role, the team around her and of course, Food & Beverage, allow Katie to put her best foot forward and assist her teams with learning and development.

While there is no job or industry without its challenges, a valuable life lesson from Katie's favourite childhood film, Finding Nemo, provides her with an attitude of resilience.

"When you're on your journey to reach an end goal, you will be thrown many obstacles to pass and overcome (like sharks and stinging jelly fish), but you just have to keep swimming; the only way out is through."

This approach has helped Katie manage one of the most devastating times in her industry when COVID-19 saw the mass closure of Food & Beverage outlets across the state.

Katie made the best of an unfortunate situation and found a temporary job working in the Telstra Call Centre and had the opportunity to head back home to Shepparton and assist her mum with her business.

"I also spent a lot of time at home practising my cooking skills and doing some backyard renovations."

Katie's career at Crown has created wonderful memories, yet some of the most outstanding ones have been through her involvement with Crown's Diversity & Inclusion and community programs, including the 10th Anniversary Gala for the Indigenous **Employment Program at Crown** Perth and the Crown Metropol Stair Climb fundraiser for the Luke Batty Foundation.

Aside from managing the current climate of uncertainty on a few fronts, Katie will continue to persist and grow and is looking forward to taking on more challenges in her role and progressing her career at Crown.

"I'm incredibly proud of the selfdetermination and commitment to my career to see where I've come from to where I am now."

CASE STUDY Crown Indigenous Employment Program Celebrates Ten Years

The IEP was established after Crown became the first signatory to the Australian Employment Covenant and publicly affirmed a commitment to provide careers for 300 Indigenous Australians – a target that has been proudly exceeded.

The IEP has received over ten awards over the past decade including the Victorian Aboriginal Educational Association Inc (VAEAI) Wurreker Award, Diversity@Work Employment and Inclusion Awards. Australian Human Resources Institute Inclusion and Diversity Award and an Australian **Business Award for Community** Contribution.

"We're ten years old and in that time we have created almost a thousand jobs – which we're very proud of – but we've more to do. After a solid decade of operation in both Melbourne and Perth, Crown Sydney is now our next opportunity for the program," said Crown's Executive General Manager -Human Resources, Alicia Gleeson.

"We're excited about Sydney and the opening of our new resort in early 2021 as it enables us to increase the footprint of this program and help to open up new pathways for Indigenous people living in Sydney and New South Wales more broadly."

Crown Perth's Indigenous Programs Manager, Sharon Ninyette, a respected Noongar woman, was one of the program's first employees and has

experienced great success in her own career journey at Crown.

"It is extremely gratifying to not only have graduated from the program myself but to now be able to play an instrumental part in helping other members of the Aboriginal and Torres Strait Islander community secure sustainable employment and meaningful career pathways."

The IEP program forms part of Crown's broader commitment to supporting career pathways for the Aboriginal and Torres Strait Islander community through training and education initiatives via the Crown Resorts Foundation. In 2013, the Foundation made a ten-year commitment to allocate \$200 million to not-for-profit organisations with a focus on Indigenous education.



Crown Resorts is one of Australia's most significant private sector employers dedicated to creating an accessible and inclusive environment for our staff and patrons. We are committed to becoming a leader in transforming perceptions of disability within our organisation and the broader community.

The CROWNability team works proactively with industry and the community to promote vacancies and opportunities for people with disability and, since launching in 2014, has provided job opportunities for more than 670 people with disability. The CROWNability model ensures people with disability are given every opportunity to gain employment at Crown in the diverse range of roles available.

Our 2018-2021 Action Plan is strategically focussed to go beyond employment to impact Crown's broader organisation and community. Our access and inclusion strategy also addresses our communication and marketing, digital / information communication technology, learning and development, premises, procurement and recruitment.

Kurt Fearnley AO, Australian Paralympic gold medallist, continues to represent Crown as the CROWNability ambassador. A finalist in Australian of the Year 2018 and 2019 Ambassador for International Day of People with Disability, Kurt is tireless in his promotion of positive attitudes towards disability and opportunities for people with disability, and we are honoured that he is associated with our program.

Accessible Procurement Taskforce – Australian Network on Disability

Crown is involved in the Australian Network on Disability's Accessible Procurement Taskforce which is an amalgamation of business and government representatives. The key purpose is creating a set of standards to assist business and government procure accessible goods and services.

The key areas of focus for the taskforce are Information Communication Technology, Property, Marketing and HR Systems.

Hospitality Disability Network WA (HDNWA)

The HDNWA pilot program was launched at Crown Perth on 3 December 2019 by the Western Australian Deputy Premier and Minister for Mental Health, the Honourable Roger Cook MLA.

The HDNWA was developed to foster a community of like-minded companies with a collective commitment to create job opportunities and pathways into employment for people with disability. Patron for International Day of People with Disability 2019 and three time Paralympic gold medallist, Kurt Fearnley AO, spoke at the launch and endorsed the HDNWA as a unique opportunity to support Western Australians living with a disability. Kurt also spoke to the media and industry stakeholders about employing people with disability.

At the launch Crown Perth's Executive General Manager of Human Resources and Chairperson of the HDNWA, Damir Kucan, said the success of Crown Resort's national disability employment program, CROWNability, provides evidence of how important employment is to social inclusion and empowerment.

The HDNWA project is an initiative led by Crown Perth and is based on the CROWNability model. Our goal is to share our expertise and resources with the HDNWA to build disability confidence in the hospitality industry.

Since commencing in July 2019, the HDNWA has assisted 67 people to gain employment. The HDN comprises of 6 large hospitality employers, Venues Live, The Marriot Group, Intercontinental Hotels Group, AHS Hospitality, The Hospitality Group and Crown Perth, and works in conjunction with DES and NDIS providers to assist people entering into the hospitality industry.

Crown Community Week

CROWNability celebrated Crown Community Week with a series of activities for staff designed to raise awareness of the program and celebrate our vision of 'creating an experience of access and inclusion'. We engaged an Auslan specialist in both properties to conduct Auslan awareness sessions to provide employees with basic skills and knowledge to communicate with deaf people and the wider community. The sessions were well attended from staff across all business units and the goal is to continue to build on these sessions to create ongoing opportunity for people to learn about working and communicating with people with disability.

The CROWNability team also lead staff activations to encourage people to continue to focus on our goal of becoming a disability confident organisation.

CROWNability Award Recognition

On 3 September 2019 at a ceremony in Sydney, Disability Employment Services organisation Jobsupport awarded CROWN*ability* with two awards.

Group Disability Employment Manager, lan Tsolakis, received the awards from Federal Senator, the Hon Anne Ruston, Minister for Families and Social Services in recognition of Crown's outstanding commitment to the employment of people with intellectual disability and for providing work experience, resulting in employment.

Changing Places Transforming Lives

Accessible Adult Change Facilities, known as Changing Places, are fully accessible toilets with adult-sized change tables and tracking hoists in major public spaces to meet the needs of people with high support needs that cannot use standard accessible toilets. In line with the CROWNability Action Plan to improve access for patrons and staff across all Crown properties, we have introduced a Changing Places facility at Crown Perth.

While work continues in Melbourne and Sydney, the Changing Places facility was completed in Perth in June 2020 and has successfully achieved national accreditation.



CASE STUDY - CROWNability Oliver Ernst, Bar Attendant - SNAX

Oliver first applied to work at Crown Perth when he was 17 years old.

As he had little hospitality experience, CROWNability worked with Oliver and his Disability Employment Service provider to gain work experience outside of Crown. Shortly after his 18th birthday, Oliver again approached CROWNability and completed the specialised CROWNability Career Forward preemployment training. A few months later he was successful in gaining a position with Crown Casual Staffing.

Within months and after proving to be

a reliable and enthusiastic employee, Oliver independently applied for and secured a permanent role as a Busperson in Carvers. A likeable, friendly and enthusiastic team member, it was quickly evident that Oliver's bright and bubbly personality and passion for customer service made him a valuable contributor to the Carvers team.

In early 2020 Oliver successfully attained a position as a Bar Attendant in SNAX where he has been able to further develop his customer service skills. Oliver lives with ADHD and Autism Spectrum Disorder and often states that he uses his disability as an advantage to contribute 120% at all times.



CASE STUDY - Harry Date F&B Attendant - Velvet Bar

Harry Date commenced working at Crown Melbourne in 2019 as a Food & Beverage Attendant in staff restaurant ID's. Harry successfully applied for the Food & Beverage traineeship and commenced the training in June 2019. The traineeship allowed Harry to work in multiple restaurants, bars and events & conferencing.

Harry proved to be an exemplary trainee and was nominated for Trainee of the Year in November 2019. He was successful in round one and moved into the final stages of the competition.



International Day of People with Disability – 3 December, 2019

To celebrate the International Day of People with Disability (IDPWD), CROWNability conducted events across Melbourne and Perth. The aim of this special event was to increase the awareness of CROWNability to our employees and provide a greater insight on how Crown as an organisation is working towards becoming a leader in the disability space.

Group Disability Employment Manager, lan Tsolakis, addressed Crown employees across both sites about the 2019 theme: "The Future Is Accessible". Within the spirit of this year's theme, lan indicated that more organisations like Crown should play a leading role in changing the perceptions and attitudes towards people with disability to create culture of access and inclusion for all.

In addition, CROWNability Ambassador, Kurt Fearnley, led a panel discussion with CROWNability employees, a Crown Manager and parents of a CROWNability employee. The discussion was centered on what CROWNability means to those involved and the positive impact the program is having on the lives of people with disability, their families, Crown staff and the wider community.







Crown published its first Gender Action Plan (GAP) at the end of 2019, which strengthens a long-standing commitment to gender equity. The GAP focusses on five key themes of Attraction & Retention, Promotion, Development, Flexibility and Intersectionality. These focus areas were developed through consultation with the business and through analysis of what will make a positive impact on employees. The actions outlined in Crown's GAP for the following three years will continue Crown's push towards gender equity.

Crown has continued its membership of both the national Champions of Change Coalition (CCC) program and was a key supporter of the CCC forum on International Women's Day at the ICC Women's T20 Cricket World Cup Final in Melbourne.

Crown continued its support of Women in Gaming and Hospitality Australasia (WGHA), an industry-driven not-forprofit organisation for advancing women in gaming and hospitality, by hosting networking and professional development sessions and participating in the Women Ahead mentoring program. A member of Crown's

Executive Team continues to hold a position on the WGH Board.

Since June 2021 there has been an increase in female representation at the senior levels of Crown, which will be reported in the 2022 Corporate Responsibility Report. To date, female representation on the Board is 33% (2 out of 6 members), in the Group Leadership Team is 33% (4 out of 12 members) and of the Extended Leadership Group is 40% (51 out of 126 people).

The next 12 months will see a focus on implementing and embedding the initiatives in Crown's GAP, working towards gender equity at Crown, as well as continuing its partnerships with CCC, CEOs for Gender Equity and WGHA to contribute to gender equity more broadly in the industry.

Crown's work in Gender Equity also presented an opportunity to expand its program to support employees in their personal lives.

In November 2018, Crown extended its domestic violence support to employees though uncapped paid leave for full and part-time employees experiencing domestic violence and in 2019 further

extended this support by also providing uncapped paid leave for casual employees. Crown has also continued its support for the Ochre Ribbon Campaign, which is an Indigenous-led initiative to raise awareness of the impacts of domestic and family violence in Aboriginal and Torres Strait Island communities.

Further, the Family Support Network (FSN) and the Cultural and Linguistic Diversity Employee Network (CALDEN), launched at Crown Melbourne in 2018, held information and networking events during the 2020 financial year to increase awareness of the support services offered throughout Crown. CALDEN has celebrated a range of cultural days such as International Mother Language Day and a subnetwork has been created in which employees can assist one another in remotely conversing in new languages they are learning. The FSN has built a resource group with information on further support for employees who may be experiencing hardship in their personal lives.

Female Composition Progress

	2021		2020		2019	
	Females	Males	Females	Males	Females	Males
Key Management Personnel	11.1%	89.9%	10.5%	89.5%	10.0%	90.0%
Other Executives / General Managers	33.8%	66.2%	33.8%	66.2%	31.7%	68.3%
Senior Managers	40.7%	59.3%	35.6%	64.4%	43.1%	56.9%
Other Managers	38.7%	61.3%	42.0%	58.0%	41.6%	58.4%
Non-managers	43.3%	56.7%	42.1%	57.9%	42.8%	57.2%



CASE STUDY Beck Piotrowski, Senior Mahogany Service Manager

October 2020 will mark 18 years since Beck Piotrowski started at Crown as a Blackjack Dealer. Since then, she has moved through the business to hold various positions within the Table Games department including Supervisor, Acting Pit Boss and Assistant Casino Manager. She is currently a Senior Mahogany Service Manager, having been in the role since 2015. Beck completed the Women of Crown Management Program (WOCMP) in 2019.

Being part of the WOCMP program was not just beneficial for Beck to broaden her network with like-minded women at Crown Melbourne, but she also made some truly invaluable friendships. "The network that I have been able to create has helped me immensely during the last 12 months to achieve a number of goals and assist me to effectively contribute to projects that I have been involved in. The confidence I have in my own ability is a true reflection of the skills and qualities I gained from participating in this course."

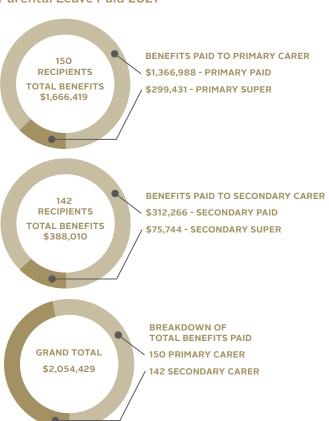
She finds it hard to pinpoint one highlight from the program that has provided many unique and wonderful experiences, but her most memorable moment of the program was listening to stories from Julie Bishop. "She was such a dynamic and inspirational speaker and you could not help but hang off her every word. What resonated with me most was that importance she placed on being resilient, no matter what industry you work in."

For Beck, Gender Equity is extremely important having watched the casino industry change during her time at Crown. "I remember being the only female in my Blackjack training group and wondering if I was in the right line of work. It has been refreshing to see in the last five years the increase in women within the industry as well as many securing senior roles."

Beck believes the only way to work towards and truly achieve gender equity is to continue to educate our people. "The more we educate and inform our people of the challenges and the changes required we can start to impact and make a difference in the opinions and views our people will have on this topic."

Reflecting on a woman who inspires, Beck has no hesitation in crediting Jacinda Ardern. "It's hard to go past Jacinda Ardern as an inspirational leader. She has overcome some extremely challenging incidents in recent years and her ability to remain composed and compassionate during all of these events is a credit to her character. She is an advocate for 'rising above' disparagers when faced with sexist or derogatory views not allowing them to interfere with her personal and professional goals. She is also only the second world leader to give birth in office which gives me much inspiration as I embark on my own maternity journey. She is someone people can relate to and sympathise with and I take great pleasure in watching her accomplishments from here in Australia."

Parental Leave Paid 2021



Parental Leave Paid 2020





CASE STUDY Forging female leaders

For the past three years, as part of its commitment to gender equity, Crown Melbourne has run a dedicated program for high-performing, highpotential female talent in the business - the Women of Crown Management Program (WOCMP).

2019 saw our third intake of participants successfully complete the WOCMP, with many of the participants earning promotions and awards for their service.

Each program runs for 12 months and is made up of:

• individual coaching sessions with an Executive Coach to discuss their career goals and highlight areas they wish to work on throughout

the WOCMP, including concepts to discuss with their mentor;

- mentoring with a member of the Crown Executive Team;
- · externally facilitated workshops and assessments to focus on individual strengths and how to get the most from their mentor sessions, as well as other seminars and workshops on related topics:
- lunch sessions with members of the Executive Team to gain further insights into specific areas of the business;
- networking events organised and run by the participants;
- an end-of-program session to confirm and celebrate individual progress and think about their future developments and opportunities.

In 2017, Crown Perth launched its first Executive Sub-Committee. This program is for men and women in senior roles at Crown Perth who have expressed an interest in progressing and gives them exposure and opportunity to further see how the next level of leaders interact and make business decisions.

The program gives senior leaders the opportunity to aid in identifying and resolving real-time issues and identifying new opportunities for Crown Perth to pursue in delivering on its mission and vision.

2019 saw the conclusion of the first round of the Perth Executive Sub-committee and the start of the second round. Work is currently being undertaken to have both the WOCMP and Executive Sub-committee programs at Melbourne and Perth.



CASE STUDY Kim Anderson, Responsible **Gaming Operations Manager**

Kim Anderson joined Crown Melbourne at its opening in 1994 as a Craps Croupier. It was an exciting time to be part of the gaming industry and opportunities to progress quickly followed.

Kim had her first child in 1998 and returned to work in a part-time capacity for 12 years, during which she has held multiple roles including Table Games Trainer and Table Games Recruitment Champion and was appointed to her current role of Assistant Casino Manager in 2015.

Most recently during COVID-19, Kim secured a temporary redeployment opportunity via Crown's Job Network Program, as a Team Leader in the Specialised Complaints team at Telstra. Kim has been utilising this opportunity to test her leadership skills and has noted how transferable her skills were after many years of training and development opportunities at Crown.

Kim looks forward to returning to her role at Crown and aspires to progress to a senior leadership role. Kim says "I love

that I can come to work every day and make a difference through influencing, coaching and mentoring others to help them to achieve their own personal and professional goals."

Kim firmly believes that as female leaders it is important to support and instil confidence in each other and work through challenges together.

"I was very honoured to be a part of the Women of Crown Management cohort for 2019; this was an amazing opportunity to meet like-minded women from leadership positions across the business."

For Kim, the opportunity to network with Crown's Executive Leadership Team and having a mentor to workshop ideas and challenges with were highlights of the program.



Cultural and Linguistic Diversity Employee Network

Crown's Cultural and Linguistic Diversity Employee Network (CALDEN), brings together employees from different cultural and linguistic backgrounds. Employees are from nearly one hundred different countries and can speak hundreds of languages. Considering that almost half of all Australians were either born overseas or have at least one parent born overseas, the CALDEN network could be considered the biggest network within Crown. Crown

also has more than 1,000 employees on temporary visas who are not (yet) Australian citizens.

CALDEN's key objectives are to inform, engage and empower. Through this network, Crown aims to:

- increase awareness of cultural and linguistic diversity across the business;
- engage and bring together employees from culturally and linguistically diverse backgrounds; and
- enhance inclusiveness within Crown's work practices.







CASE STUDY - CALDEN Johan Yamin, Table Games Dealer

It's been 32 years since Johan Yamin, Table Games Dealer, immigrated to Melbourne, Australia after leaving his home of Jakarta, Indonesia.

"I moved here because I thought Australia was a much better country in terms of human rights than Indonesia at that time," Johan says.

On the day Johan became an Australian citizen he felt conflicted because he thought he had not done enough to contribute to improving his home country, however he realised that his contribution was being realised in his new home.

"I realised that I had two children in Australia, and it would be much better to be in Australia – I could also help Indonesia by sharing the benefits of the Australian way of life, like the government's support and Australian values."

While he has had a positive experience settling into Australia, Johan admits that sometimes it's still difficult to understand Australian humour.

"Often, I don't get jokes and to make sure I don't offend the person telling the joke, I just pretend to laugh!"

One thing Johan will never misinterpret again is the typically Aussie colloquialism "bring a plate to share".

"The first time I heard this was for an invite to my children's school event – we were surprised to hear this as we wondered why we would have to bring a plate to a party."

"Do they want us to bring some food home? When we found out the true meaning, we just couldn't stop laughing and were lucky we found out earlier as it could have been embarrassing if we brought an empty plate."

There are many things to love about Australia but for Johan, it's the people and the way people relate to each other that stands out most.

"The relationships and communication by doctors and teachers are more personal than task-centred – they focus on the person and are more humble."

Although he loves this country, Johan thinks fondly of his birthplace and will always miss family, friends and the food that reminds him of his childhood.

"Every story and event will bring tears sometimes, for I am proud to be born in Indonesia with its beautiful people."

Johan is an active and respected member of the Crown community who believes in teamwork and taking pride in your role.

"I love my morning shifts and working with the great people at Crown and the care they give."









Crown Pride was established to strengthen Crown's presence in the LGBTIQ+ community and increase awareness among its employees. This commitment to an inclusive community has continued to progress beyond frameworks, Steering Committees and Action Plans to the evolution of the Crown Pride network, both within the workplace and also through relationships with organisations with similar goals.

The Crown Pride network offers information and support, networking events and the opportunity to connect with others across Crown and the wider community. A Crown Executive is also a member of the National Pride in Diversity "Executive Allies Forum" which includes select representatives from leading Australian firms in terms of LGBTIQ+ inclusion.

In the past 12 months, Crown has been actively involved in both internal and external LGBTIQ+ events.

In Perth, Crown hosted the PrideFest luncheon in November, which saw over 300 people from across the corporate community in Perth gather to hear the life stories of Senator Louise Pratt, NRL Legend Ian Roberts and Google Creative Director Tea Uglow. Further, the Crown Perth team participated in the WA Pride March for the first time.

In Melbourne, Crown sponsors GLOBE, a community group that aims to

support and empower the Victorian LGBTIQ+ community. Together, Crown Pride and GLOBE held a number of networking events at Crown which created opportunities to build professional, safe and supportive environments for networking. During the year, the Crown Melbourne Pride network also attended the Midsumma Fair day for the second year.

These represent significant steps in not only developing a workplace where Crown employees can confidently and comfortably bring their whole selves to work, but also in developing a corporate community that respects and enhances their commitment to broaden the Pride Network. The next 12 months will see a further focus on Crown's Pride Strategy and building its employee and ally networks.



The Crown Staff Club (CSC) is a membership-based independent not-for-profit organisation established in 1995. Crown employees manage and operate the CSC on behalf of its members and all funds generated throughout the year by the CSC are given back to members. This return is in the form of member benefits and discounts such as retail and cinema vouchers, functions, theatre and concert tickets, leisure activities, sporting events, free Wi-Fi, phone charging facilities and private coach day tours.

Currently the CSC is in the process of establishing the Crown Staff Club Sydney.











Health, Safety & **Employee Wellbeing**

The health and safety of Crown's employees, contractors, patrons and guests continued to be a priority throughout the year. Crown remains committed to implementing appropriate policy responses to workplace health & safety and community issues as they arise.

Two key health and safety issues affected Crown's operations during the past year.

Firstly, the devastating bushfires through the December 2019/January 2020 period had a significant impact on the environmental air quality for Crown's employees and contractors. Construction activities at Crown Sydney were temporarily disrupted, whilst additional risk controls were required at Crown Melbourne to minimise the risk to employees.

Secondly, the COVID-19 pandemic has had significant implications for health & safety practices at Crown. Comprehensive physical distancing and hygiene programs have been developed and implemented to minimise the risk of transmission, whilst enabling operations to be carried out.

A COVID-19 Response Manager has been appointed at each property,

supported by a dedicated team of COVID-19 safety officers, to oversee the implementation and enforcement of Crown's physical distancing and hygiene programs.

These programs involve high frequency cleaning across the respective resorts. with an emphasis on high contact surfaces and areas, as well as the establishment of physical distancing measures in line with government recommendations.

The programs are being continuously refined and updated as circumstances change and in response to recommendations from Commonwealth and State governments and local health authority guidelines.



CASE STUDY Declan Marley - COVID-19 Response Manager

Declan Marley joined Crown in 2012 as a First Aid Officer and was promoted to First Aid Manager in 2018. Having spent 14 years in various private ambulance services and ten years as a clinical instructor for various registered training organisations, Declan is well qualified to step into the newly created role of COVID-19 Response Manager at Crown Melbourne.

The COVID-19 Response team is comprised of employees from various business units around the complex, bringing a wealth of knowledge and enthusiasm to ensure that the team achieves its main purpose: to open Crown Melbourne in a COVID-safe manner.

According to Declan, there is no such thing as an average workday at Crown for a COVID-19 Response Manager, with work tasks generally consisting of:

- random Temperature Screening
- audits of high use areas to ensure COVID-19 guidelines are complied with

- reviewing updated advice from the Department of Health and Human Services
- · briefings with individual business unit managers
- responding to employee questions regarding COVID-19
- directly liaising with the Department of Health and Human Services regarding Crown's operations and preparedness
- assisting each business unit with development and the implementation of specific COVID-19 Plans

From an operational perspective, Declan and the Response team have been working in conjunction with various business units to ensure compliance with COVID-19 guidelines.

Projects completed onsite at Crown Melbourne to date include:

- redesigning staff entry points
- setting up thermal scanning facilities
- managing entry points and numbers in high traffic areas
- re-designing dining areas and access to the employee restaurant

Declan's personal reflection on lockdown was that he would try each day to embrace and appreciate the little things, such as walking and enjoying the outdoors.

Declan says "One of my key isolation tips would be to try to keep busy with small projects. Also, take the time and ask people how they are they doing?

"These small tasks can have a positive effect on someone's mental health – remember that we are all in this together!"



SUPPORTING OUR COMMUNITY



Supporting Our Communities

Crown takes its responsibility to community seriously, proactively identifying ways to support the communities in which it operates. Together with its employees, Crown supports many community causes and organisations through targeted partnerships, property prizes, employee volunteering opportunities and fundraising support.

It is a credit to the generosity of spirit and commitment of Crown's employees that so much community support was able to be provided through such a challenging period. As well as supporting colleagues through extended lockdowns, Crown has continued to support communities in need.

COVID-19 restrictions provided significant challenges for charity fundraising over the course of the year but wherever possible, Crown has provided alternative support, including prizes for online auctions and assisting with virtual fundraisers. For example, when the Children's Cancer Foundation's Million Dollar Lunch was unable to physically proceed, with

the support of Crown Melbourne and other donors, it still managed to raise \$580,000 through an online fundraiser.

Crown is very proud of its employees who actively organise team specific volunteering and fundraising events. Team fundraising events raised funds for organisations like Children's Cancer Foundation, SIDS and Kids, Oxfam and Jeans for Genes.

Raffle prizes were still provided to many community groups and charitable organisations such as local kindergartens, CFA units, and Surf Life Saving Clubs. Additionally, for the 26th year, Crown provided 500 Christmas food hampers to be distributed to Melbourne's vulnerable and homeless, this year through The Salvation Army Project 614.

During the year, in conjunction with the Victorian Government and service providers, Crown Melbourne continued to provide safe accommodation, at no cost, to those experiencing family violence. The program included the provision of hotel rooms, food and other amenities such as meeting facilities for the provision of counselling services in a safe environment. In total, Crown provided over 1,230 room nights under this program.

With snap lockdowns a recurring feature throughout the year, Crown sought to donate as much of its food as possible to support community members who were struggling. Tonnes of food was donated to OzHarvest, the Victorian Parliament House Kitchens, The Salvation Army Project 614 and Bright Sparqe who then provided the food to the homeless and vulnerable.

In February 2021 during the WA and Peel region lockdown, Perth's northeast faced a devastating bushfire. To provide support and relief, Crown Perth offered accommodation to impacted colleagues and their immediate families at Crown Towers Perth.

Along with many people and organisations within Australia and internationally, Crown Perth donated \$150,000 to the Lord Mayor's Distress Fund to help support the rebuilding of Kalbarri. In July 2021, Crown Perth together with the Shire of Northampton hosted a dinner in the coastal town of Kalbarri for 130 emergency service









workers who were tasked with the clean-up of Kalbarri and Northampton in the devastating aftermath of Cyclone Seroja. The successful evening was planned to give thanks and provide the guests with a well-deserved break.

In collaboration with Victoria Park Council and Burswood Parks Board. Crown Perth employees supported initiatives including collecting rubbish for Clean Up Australia Day and contributing to the planting of 5,000 trees in support of the local park's rejuvenation program. Crown Perth employees also supported Foodbank, with our apprentice chefs preparing

and donating soup each week, with approximately 133 tonnes of soup being made for the homeless and needy over the past 21 years.

In October 2020, the Telethon Ball, Live Telecast and phone room was hosted at Crown Perth for the first time. Crown donated \$2.5 million to Perth's biggest charity drive, which raised a total of \$46.3 million that was distributed to 65 deserving Perth charities.

Other community campaigns included the Merrywell 'Dude Tea' which raised over \$30,000 in support of Movember, an organisation working

to change the face of men's health. Crown Perth also collaborated with the Perth Wildcats to raise over \$60,000 for Breast Cancer Care WA, with Crown contributing \$27,000.

Crown Perth CEO Lonnie Bossi took part in the 2021 Vinnies CEO Sleepout and was the highest fundraiser involved in the Western Australian event. Lonnie raised \$79,000 for the charity as he slept outside on a concrete floor during one of the coldest nights of the year to raise funds and awareness of the realities of homelessness.



CROWN RESORTS FOUNDATION





Opportunities for young Australians to reach their full potential

For seven years the Crown Resorts Foundation has been supporting community, education, arts and culture programs across Australia. We have donated over \$63 million to hundreds of grant recipients from for-purpose organisations across Australia, ranging from 10-year multi-million dollar commitments to one-off employeenominated grants.

Over a 10-year period, from financial year 2015 to financial year 2024, the Crown Resorts Foundation will allocate \$50 million through Indigenous **Education and Community Partnerships** and \$50 million for Art and Culture.

COVID-19 has been devastating in disadvantaged communities. The restrictions imposed on everyday lives have become increasingly difficult for so many, especially those who do not have adequate living conditions, access to technology, are juggling childcare and work, have mental health challenges and/or who may have lost their jobs.

The difficulties posed by remote learning are exacerbated by disadvantage. It is likely this will increase the education equity gap as students are not provided the stability offered from learning with their peers in classrooms and supported by teachers. As well, already disengaged students are becoming more disconnected from their friends and communities.

Throughout 2020 and 2021 disruptions have meant that programs have had to be delivered virtually. This has raised the issue of digital access, content creation, safe spaces and all the challenges that accompany lockdowns.



Our program partners have continued to overcome these challenges as they have found respectful and creative ways to deliver their programs. We can not thank them enough for ensuring continuity and continuing to support the educational outcomes of so many otherwise marginalised members of our communities.

Providing opportunities for young Australians through education

The Crown Resorts Foundation supports programs which provide opportunities for young Australians. The two funding streams, the Community Partnerships and Indigenous Education Fund and Art and Culture Fund, were chosen as the Board believes that every child should have access to quality education and that it is vital that children can play sport, make music, paint, dance, dream, imagine and create. And that they feel safe to do so.

Across Australia there is a large degree of inequality in available educational opportunities, with students from disadvantaged backgrounds consistently achieving educational outcomes lower than their peers. Research has repeatedly proven that education is the single greatest lever for breaking cycles of disadvantage and inequality.

Indigenous education opportunities

We are striving to ensure that all children have the same access to quality education, that children feel safe and supported in their classrooms, and where required there is support available outside the classroom.

There is enormous diversity across Indigenous communities, but all research emphasises the importance of staying engaged with education to achieve satisfying employment opportunities, improved health, and reduced interaction with the justice system.

The Indigenous education programs we support start from early childhood, provide hundreds of contact hours each year, and offer sustained support over multiple years, especially through transitions. In calendar year 2020, the programs supported delivered almost two million program hours to Indigenous students across Australia. As well, over 110 teachers and community members received over 1,280 hours of specialised training to support their children.

We remain committed to identifying and supporting opportunities to address the imbalance in funding and fragmentation of Indigenous girls' education programs across Australia beyond simply increasing our Foundation's allocations to these programs.

Arts education and culture

The Foundation's funding of arts education programs is predicated on the belief that all children need and deserve arts education to be woven into their daily lives.

The pressure that many schools and principals face, both budgetary and performance-related, has meant that there is an increased focus on the subjects being tested and less time available for the arts, sports and non-tested but vital subjects. This will not improve education but will damage its quality.

Quality arts programs can offer new pathways to learning and teaching. There are strong demonstrable links between arts in education and students' broad academic (including literacy and numeracy) and social achievements.

The role that the arts plays in building empathy, creativity, imagination and improved learning opportunities cannot be overstated - significantly creativity and imagination are the foundations of innovation. Encouraging creative and empathetic thinking provides children with the tools to re-imagine the future they thought they had been dealt and the confidence to identify their path.

Crown employees supporting their communities

The Crown Community Champions are now in operation across Melbourne, Perth and Sydney. This group of dedicated employees volunteer their time to identify and create opportunities to support the communities surrounding Crown's resorts.

They have created a bridge between the many Foundation partnership organisations and Crown's employees, providing opportunities for these organisations to tell their stories and gain further support for their work.

As well, the Crown Community Champions administer an employee grants program which recognises the volunteering time of Crown's employees in the community by providing a donation to the organisation which the employee supports. To date \$330,000 has been donated to organisations operating locally in Melbourne and Perth.

Next three years

We are dedicated to our 10-year funding commitment and to pursuing our core mission to provide opportunities for young Australians, primarily through education.

With our remaining three years of funding we will continue to seek opportunities to address the disparity between what programs are available for boys and what is available for girls. Some of the most marginalised and isolated people we have seen are young girls and newly-arrived migrant women. This will inform our decision-making as we seek partnerships to support these girls and women. This is not instead of the support we provide to boys and men; it is in addition to that support.

COVID-19 has continued to challenge standard program delivery and our Board has been impressed and grateful with how our partner organisations have risen to this challenge. Wherever possible, disruption has been minimised and support for communities, which would already be considered marginalised, has managed to continue.

Thank you to all our partner organisations. We are in awe of your tireless support of your communities and it is a privilege to support you.



Improving Indigenous Education Opportunities

We acknowledge the enormous diversity across Indigenous communities and believe that all Australians should have access to quality education. There is a positive correlation between a strong cultural identity, consistent participation in quality education programs and improved achievement.

We support wraparound education programs that develop the students' aspirations and self-esteem. These programs support students' choices and highlight the pathways available to achieve them.

Many of our education program partners are concerned by the increase in the education equity gap as students are no longer provided with the stability gained from learning with their peers in classrooms and supported by teachers. As well, these students are missing the individual support offered by the program facilitators, the people who are present every day, who pick them up and bring them to school, provide them with breakfast, ensure they are keeping on top of their homework and keeping pace with their class.



Australian Literacy and Numeracy Foundation

APY Lands, Palm Island and Western Sydney

Kim Kelly, Co-Founder and Executive Director, said:

"The Crown Resorts Foundation shares our vision for a nation where each child has the opportunity to read, write, communicate and be the author of their own bright future. As a result of their generous support, we have seen communities transformed through language and literacy and empowered to be their own change-makers."

ALNF's Early Language and Literacy program is a unique and innovative best practice program for early years education that incorporates speech and language pathology principles expressly designed to optimise the language and literacy outcomes of marginalised children.

With a specific focus on First Nations, refugee and vulnerable children, the program is grounded in a whole-of-community approach that has seen ALNF work shoulder-to-shoulder with diverse communities all around Australia.

With the generous support of The Crown Resorts and Packer Family Foundations, ALNF has been delivering this life-changing program across a number of regions including the remote Anangu Pitjantjatjara Yankunytjatjara (APY) Lands in South Australia, the Indigenous communities of Palm Island in Queensland, and a number of learning sites in Western Sydney.

As a whole, communities in these regions struggle with disengagement from education, poor home literacy practices and high trans-generational illiteracy.

The Early Learning and Literacy program works to break this cycle of illiteracy and disadvantage by building the capacity of educators, parents and community members in these regions to teach vulnerable children the foundational language and literacy skills required for success at school and in later life.



KEY ACHIEVEMENTS

To date, with the support of the Foundation, the Early Learning and Literacy program in the APY Lands, Palm Island and Western Sydney has:



Reached and directly benefited over 820 children in preschools and primary schools in these communities each year



Engaged and upskilled 104 educators, parents and community members



Led to a 94% increase in children's phonemic awareness across Western Sydney sites in 2020



Awarded 58 formal Certificate IV qualifications in Early Language and Literacy to community members, enhancing pathways to future education and employment opportunities

The program consists of an Australian Skills Quality Authority accredited Certificate IV course, skill-building workshops, resource provision and ongoing mentoring and support for participants and participating sites.

In the APY Lands, the EL&L program is offered in both English and the local First Languages of Pitjantjatjara and Yankunytjatjara. The use of First Language with young children contributes to strong literacy growth in English, and aligns with international best practice in building strong oral language skills in the early years as a precursor for literacy and language development in the later years.

The level to which the program has been embraced by Anangu Educators, parents and community members has stemmed from this unique Two Way approach to early literacy, which supports ALNF's belief in creating systemic change and capacity within communities to empower individuals to be their own change makers.

Supporting key community organisations

It is important to support the communities in which Crown operates. The Foundation provides funds to a number of community welfare organisations which support the innercity communities of Melbourne and Perth and Sydney. These partnerships are strongly supported by our Crown Community Champions in both Melbourne and Perth.

We also support a number of medical research programs across Australia. Some of these partnerships were supported by Crown prior to the establishment of the National Philanthropic Fund and were incorporated into it.



Community Champions

Our Crown Melbourne, Crown Perth and now Crown Sydney Community Champions deliver a creative employee-focussed program aimed at identifying and encouraging meaningful engagement within the communities that Crown operates.

A primary role of the Community Champions is to recognise the volunteer work that our employees undertake and to create relevant opportunities for interested employees to engage with the Foundation's partners and other charities.

This year, as a result of the disruptions related to COVID-19, the Community Champions' annual calendar of activations looked a bit different to a standard year. With so many challenges

facing their local communities, each group mobilized to do whatever it could. At the start of each lockdown, Crown sought to rehome as much of the perishable food as possible by donating tonnes of food to community groups servicing some of their city's most vulnerable. The recipient organisations across Melbourne, Perth and Sydney have included the Victorian Parliament House Kitchens, The Salvation Army Project 614, Ronald McDonald House, and many others.

As well, the Community Champions in Melbourne and Perth continued to administer their Community Grants program which has seen almost \$330,000 donated to organisations across their cities. These grants recognise the volunteering efforts of Crown employees, supporting the organisations with which Crown employees donate their time.





Supporting the Telethon Kids Institute

Telethon General Manager, Mark McCrory, says:

"Telethon is grateful for the long standing, wonderful support of the Crown Resorts Foundation who through their generosity are changing the lives of sick children, especially those in Indigenous communities across our state who most need assistance. They are very much a part of our Telethon family, by our side as we work to make kid's futures healthier and happier."

Over 10 years the Crown Resorts Foundation has committed \$25 million to the Channel 7 Telethon Trust whose two major beneficiaries are the Perth Children's Hospital and the Telethon Kids Institute.

The Telethon Kids Institute is focussed on the prevention of paediatric disease and the development of improved treatments to improve the health and wellbeing of children. The Telethon supports over 65 children's health charities across Western Australia.

The Crown Resorts Foundation supports a range of research programs that are making a measurable difference to the lives of Aboriginal and Torres Strait Islander children. Underpinning all of Telethon Kids research is the appreciation that Aboriginal communities must lead the conversation around creating and developing the health services in their communities.

Research in Aboriginal health at Telethon Kids Institute aims to take a 'whole of child' and 'whole of community' approach, so partners such as the Crown Resorts Foundation are not only supporting the physical, social and emotional health of children now and in the future, but also working to empower the entire community.

The Crown Resorts Foundation's support for Aboriginal health research at Telethon Kids helps deliver a range of impactful research programs including:

Yawardani Jan-ga (horses doing healing)

This program, delivered in the Kimberley, promotes social and emotional wellbeing through equine-assisted learning. This is a cutting-edge form of experiential learning and healing with horses. Led by Professor Juli Coffin, the program focusses

on improving the mental health and wellbeing of Aboriginal young people in the Kimberley by building critical life skills, self-awareness and importantly developing understanding and ownership around choice.

Rheumatic Heart Disease

Aboriginal and Torres Strait Islander children have some of the highest rates in the world of Rheumatic Heart Disease, which is a devastating yet preventable disease. Telethon Kids Institute researchers are working towards developing a Strep A vaccine. This is a bipartisan government commitment to tackle the disease with a national roadmap for action - a realistic end to RHD is drawing closer.

Skin Health

Nearly half of all children living in remote Aboriginal communities have a skin infection such as scabies or skin sores, which can cause stigma, sleeplessness, poor concentration in school, crossinfection and, potentially, kidney disease, rheumatic heart disease, and sepsis.

The Skin Health team, led by Professor Asha Bowen, developed Australia's first-ever National Healthy Skin Guideline to help health care providers easily diagnose, treat and prevent skin infections.

Wet Cough

Wet cough is caused by mucus in the airway and when left untreated, can lead to permanent, life-shortening lung damage. Researchers at Telethon Kids Institute work towards improving early diagnosis of chronic wet cough and lung disease in Aboriginal children in the Kimberley and in Perth metro area.

Ear Health

One in two Aboriginal children are affected by otitis media (middle ear infection) before they reach toddlerhood. OM is having a devastating impact on Aboriginal children, with hearing loss linked to language impairment, disengagement at school and mental health issues. Researchers at Telethon Kids Institute are in the process of developing a groundbreaking probiotic therapy to prevent ear infections from taking hold. They are also working to reduce waitlist times for audiology through telehealth trials in the Perth metro and Kalgoorlie areas, and increase community understanding and access to care.

Many Healthy Lungs

Sick lungs are one of the main reasons for the hospitalisation of Aboriginal people. However, standard lung function measurements have been developed based on European or African American populations. The Many Healthy Lungs team are measuring healthy lungs in Aboriginal people to develop lung function standards that are accurate for measuring the lung function for Aboriginal people and to make sure Aboriginal people who have sick lungs get the right medical diagnosis and the right medical treatment.

Supporting Arts, Education and Culture

All children need and deserve arts education to be woven into their daily lives. Not only does it demonstrably improve academic achievement, but it is essential to the development of their emotional lives. It is now standard procedure for the arts to be used in treating trauma and almost all the children our program partners work with have experienced, and perhaps are still experiencing, trauma of some kind.

Making classrooms feel safe, inclusive and open helps improve attendance, engagement and achievement. Arts programs are effective at breaking down hostile environments, promoting empathy and encouraging creativity and openness. This is why the Foundation's Board supports educational programs that address the social, emotional and physical environment of children's education in addition to the academic components.

To further support our goal of more children completing their schooling to Year 12, teachers require more support. Many of our partners embed professional learning components within the program delivery, therefore improving teaching and learning outcomes together.

In financial year 2021, \$4.8 million was allocated to arts organisations across Australia. Despite the challenges of COVID-19, these organisations delivered 46,400 program hours to students and provided 17,000 hours of professional learning opportunities to over 1,500



Arts Education Grants

Our Western Sydney Arts Initiative and Melbourne and Perth Arts Education Initiative programs combined will account for \$27.5 million of our total \$100 million commitment.

These programs are delivered in schools and areas which, because of economic disadvantage, would otherwise not be able to access them. They are focussed on supporting education and promoting creativity, using art as a vehicle with which to engage participants with learning and their community.

To date, 50% of the top ten visited suburbs where programs funded through these initiatives are delivered rank in the first decile for the Index of Relative Social Disadvantage nationally.

ARTS PROJECT AUSTRALIA

Arts Project Australia

Sue Roff, Executive Director, said:

"Support from the Crown Resorts Foundation has enabled Arts Project to continue delivering its studio program remotely to artists across Melbourne during an extended lockdown period, together with dedicated art materials delivery to participating artists. It has helped keep our artistic community together while apart."

Arts Project Australia is a creative social enterprise that supports artists with intellectual disabilities, promotes their work and advocates for their inclusion in contemporary art practice.

As the first full-time art studio in Australia for artists with an intellectual disability, APA has built a reputation both in Australia and internationally. The Northcote studio, now supported by online version Satellite Arts, is attended weekly by 16O+ artists who develop their practice supported by professional staff. Meanwhile the gallery, which recently located to Collingwood Yards, presents professional, curated exhibitions that showcase the work of APA emerging, mid-career and established artists.

When restrictions began in early 2020, the studio developed the Satellite Arts program. Satellite Arts saw APA staff working remotely with over 60% of studio artists, providing mentoring and having art supplies delivered to their homes. The gallery, which also closed its doors over the lockdowns, continued to promote artists and sell their artwork through weekly virtual exhibitions, broadening an already robust national and international presence. For these efforts, Arts Project Australia was named the 2020 Melbourne Awards Arts and Culture Champion. Both online capacities continue to operate throughout 2021, increasing the accessibility and visibility of APA's profile.







Barking Gecko Theatre Company

Luke Kerridge, Artistic Director, said:

"Our partnership with the Crown Resorts Foundation is based on a shared belief that high quality theatre has a transformative impact on the lives of children. It has allowed us to expand Barking Gecko's creative learning programs for children whose lives are more complicated than most – we're very proud of what will be achieved together."

INSPIRE is an innovative school access program for 2,800 primary school students in low socio-economic suburbs in outer metro Perth. At its heart, the program has two core principles. The first is that engagement in high quality theatre supports children's academic, social and emotional development. The second is that every child has a right to access arts and culture, regardless of their circumstances.

Participating primary schools are provided with fully subsidised tickets and bus transportation, enabling students from years 3 to 6 to attend our theatre productions. Their learning is enriched with classroom resources and workshops with professional theatre artists. In addition, teachers participate in Barking Gecko's School Drama mentoring program to improve student literacy and engagement with learning.

Throughout the year, Barking Geoko worked in partnership with schools to temporarily pause INSPIRE and navigate the challenges of COVID-19. As restrictions eased in WA Barking Gecko returned to classrooms in July and the theatre in November to immerse children in creativity; a powerful antidote in the face of adversity.

The research shows unequivocally that children who engage in the Arts, including theatre, do better academically, socially and emotionally. Children who attend theatre are more motivated, empathic and have a greater capacity for self-reflection. But perhaps most importantly, children who regularly attend theatre have more hope about their future.

For the children participating in INSPIRE, many of whom experience some form of disadvantage, fostering hope and encouraging them to reach their full potential is perhaps the most important legacy of the program.



CUSTOMER EXPERIENCE



Crown's resorts are significant tourist attractions, serving millions of visitors each year with approximately 20,000 people working towards the delivery of world-class customer experiences.

Customer Satisfaction

Customer satisfaction is a priority of Crown. Crown aims to provide each visitor with an exceptional level of customer service. Crown is committed to continuing to provide its employees with meaningful learning and development opportunities to ensure that Crown continues to deliver exceptional levels of customer service. Accompanying the expectation of world-class service is an expectation of world-class facilities. From the start of the 2014 financial year until the end of the 2021 financial year, Crown is expected to have invested over \$1.6 billion in upgrading and expanding its two Australian resorts, ensuring they are able to compete with the best in the world. Crown values the opportunity to receive feedback from its customers and provides many different feedback channels. The information provided allows Crown to better meet the requirements and expectations of its customers. Feedback channels include Crown's website, feedback forms in hotel rooms, feedback forms on the gaming floor and the opportunity to provide verbal feedback directly to employees or written feedback via email.

Safety and Security

Crown aims to provide a safe and secure environment for those who come to visit and those who work at its properties. The health and safety of Crown's customers is a key focus of every aspect of the business. This commitment is also covered through various pieces of legislation, regulations and codes of practice.

Crown's commitment to safety and security is supported by workplace health and safety programs which aim to protect employees, suppliers, customers and contractors through:

- the identification of hazards and minimising risks;
- dedicated first aid officers on site 24 hours a day, seven days a week in both Melbourne and Perth; and
- security measures that focus on protecting people and assets,

preventing and detecting undesirable activity and managing any incidents.

At Crown, highly-trained security teams are on site at all times. All security officers, supervisors and managers have undertaken extensive, accredited security training with regular ongoing monitoring and refresher training. Crown's operational security employees are all licensed and registered. Supporting Crown's security teams is a comprehensive closed circuit television system which is in operation throughout Crown's facilities, complemented by duress alarms in selected areas. Crown's senior management works closely with law enforcement agencies and other government related agencies to ensure any potential risk is appropriately managed and addressed, including risks associated with particular individuals who may visit Crown's properties. Any safety and security incidents are reported to Crown's senior management to ensure trends are identified and appropriate actions taken. Significant incidents are reported to the Crown Resorts Board.

Customer Privacy

Crown is committed to protecting the privacy of its customers. Crown complies with privacy laws and has established procedures and policies to ensure best practice in handling customer information across all areas of its business.

Privacy Compliance Program

Every Crown property has a comprehensive Privacy Compliance Program, which details the commitment, processes and procedures of each property in ensuring privacy is maintained in accordance with the obligations of the Privacy Act 1998.

The Privacy Compliance Program relevantly details:

- key roles and responsibilities for privacy management, including staff responsible for handling privacy enquiries, complaints and access;
- policy and procedural documents that address the handling of information during the information lifecycle;
- staff training including mandatory online privacy training; and
- routine privacy compliance assessments and audit reviews.

Privacy Policy

As part of the Privacy Compliance Program, each Crown property has a publicly available Privacy Policy, which details:

- how personal information will be managed including collection, use, storage and disclosure;
- how to contact Crown's Privacy Manager;
- guidance on matters such as cross border disclosure of personal information;
- details as to data quality and data security; and
- how privacy complaints and enquiries are dealt with.

To assist employees in complying with the Privacy Policy, Crown has a Privacy Compliance Guide, which outlines how staff are expected to handle personal and sensitive information in their everyday duties. Crown routinely ensures that all employees are trained in privacy compliance and, in May 2018, Crown participated in the Office of the Australian Information Commissioner Privacy Awareness Week.

Data Breach Response Procedure

In February 2018, Crown implemented a comprehensive Data Breach Response Procedure, which sets out key steps to undertake when responding to a privacy breach or suspected privacy breach.

Responsible Service of Alcohol

Crown encourages those who choose to drink, to do so responsibly. Responsible Service of Alcohol (RSA) programs have been developed and implemented across both resorts. These are supported by a strong compliance culture and framework, along with extensive employee training and refresher programs. Internal RSA management committees and participation in external forums and committees ensure Crown remains at the forefront of RSA.

More information Crown Resorts website: www.crownresorts.com.au/ corporate-governance/charters





Commitment to Responsible Gaming

Crown is committed to harm minimisation and the responsible service of gaming.

Crown's responsible gaming and harm minimisation strategy incorporates a three pillars approach of:

- Awareness supporting harm minimisation by building awareness of responsible gaming programs and services for staff and customers;
- Assistance contributing to harm minimisation by providing assistance to customers in managing their gaming behaviours; and
- Support delivering a supportive environment where the potential for harm is minimised and a culture of responsible gaming support is embedded in the organisation.

Awareness

Crown continued to raise awareness in relation to responsible gaming and harm minimisation via customer communication and collaboration with external stakeholders including delivering the Responsible Gambling Awareness Week in Crown Perth and the Gambling Harm Awareness Week in Crown Melbourne. The Victorian lockdown and resultant Melbourne casino closure saw the campaign being delivered to Melbourne employees in an entirely digital way. These weeks are an important commitment between government, community and industry in delivering on harm minimisation principles, and each resort is represented on each State's planning committees.

Raising awareness in relation to Crown and community responsible gaming services and programs is constant across each property's workforce and customers. Involvement in various State committees is an important part of sharing knowledge and ideas, and refreshing awareness opportunities. In Victoria, Crown is a member of the Responsible Gambling Ministerial Advisory Council and relevant Working Groups, and the Victorian Responsible

Gambling Foundation (VRGF) Industry Forum. In Western Australia, Crown is a member of the Problem Gambling Support Services Committee and the Gaming Community Trust Committee. The Responsible Gaming team delivers training and information sessions on a regular basis, increasing awareness and depth of knowledge.

Assistance

Responsible Gaming Centres at each property are fully funded by Crown and are unique in the volume and breadth of the responsible gaming programs and services they offer. A wide range of assistance information materials and contact details for problem gambling and other support service providers is stocked at each Responsible Gaming Centre, many of which are available in languages other than English.

Dedicated Responsible Gaming Advisers at each resort focus on customer welfare and minimising harm. Advisors are specially trained to provide assistance, proactively and reactively, 24 hours a day, seven days a week. Interactions are provided in a sensitive, confidential and informed way, assisting with information about, and referral to, the diverse range of services and programs available at Crown and in the community.

Support

In order to deliver support for Crown customers, employees participate in ongoing training and information sessions, and support from the 24/7 Responsible Gaming team.

Across the properties, Crown's dedicated teams of Responsible Gaming Advisors work with customers, utilising the facilities and resources of each Responsible Gaming Centre, to deliver responsible gaming programs and services for customers to support them in managing their gaming behaviours.

All three pillars of Awareness / Assistance / Support are encapsulated at every level within Crown, with the responsible gaming framework overseen by Crown's Responsible Gaming Board Committee. Crown is committed to ensuring continuous improvement in the area of harm minimisation. The Crown Board has recently approved a series of enhancements to Crown's Responsible Gaming program, whilst a more detailed 'transformation program' is currently in development under the direction of the new Chief Compliance and Financial Crime Officer.

Current areas of further development include expanding Crown's Responsible Gaming Centres, increasing staffing levels of Responsible Gaming Advisors and continuing to invest in technological capability to provide new and improved harm minimisation measures.

To assist Crown in its efforts of continuous improvement, Crown is committed to ongoing engagement with relevant stakeholders including government, regulators, gambling help service providers and other welfare organisations, together with Crown's membership of the National Association for Gambling Studies.

Crown has also established an independent Responsible Gaming Advisory Panel (the Panel), comprising three leading Professors in the field of problem gambling, to provide independent advice in relation to Crown's approach to responsible gaming and harm minimisation. In August 2020, the Panel delivered a review of Crown's Responsible Gaming Framework, which included recommendations for enhancement. These recommendations are in the process of being implemented.



ENVIRONMENTAL SUSTAINABILITY AND CLIMATE RISK



CROWNEARTH - Environmental Management and Climate Risk

Crown's environmental sustainability program, CROWNEARTH, has a clear aim to deliver strategy, plans, actions and outcomes in environmental sustainability. The CROWNEARTH brand is instantly recognisable by all employees and signifies Crown's commitment to the three pillars of sustainability: people, planet and prosperity.

Crown's approach to environmental sustainability encompasses every aspect of the group. Despite the ongoing challenges posed by the COVID-19 lockdowns, Crown has continued to seek to improve energy, water and waste management efficiencies. Developing more sustainable business practices and aligning property approaches allows the business to continue to improve its programs.

At the start of each lockdown, Crown sought to minimise its food wastage and associated storage energy usage by donating tonnes of food to community groups servicing some of the city's most vulnerable. The recipient organisations across Melbourne, Perth and Sydney have included the Victorian Parliament House Kitchens, The Salvation Army

Project 614, Ronald McDonald House, and many others.

Crown recognises that employees need to understand and be aligned to the environmental sustainability objectives, otherwise change is difficult to achieve and short-lived. The 2O21 financial year saw a continued focus on staff engagement with regular events, training and communications to ensure staff and contractors are kept informed of Crown's environmental performance and progress; and to continue to embed sustainability as part of Crown's culture.

Despite a particularly challenging couple of years, Crown is proud of its continuous improvement programs and pragmatic approach to delivering sustainable outcomes.

During the 2020 financial year, Crown Resorts achieved a reduction in greenhouse gas emissions intensity of 4% per area, which equates to over 7,668 tonnes of carbon (t CO2-e); a 5% reduction compared to the previous financial year.

During the 2020 and 2021 financial years, Crown saw reductions in GHG emissions intensity primarily as a result of the COVID-19 related property

closures across Melbourne and Perth during both years.

Crown's Recyle9O Program continues to be integral to Crown's overall waste management strategy; however, well-documented issues with the waste industry in Victoria impacted Crown Melbourne's diversion rates. Crown Perth continued to perform exceptionally well and prior to COVID-19, were diverting ~80% of waste generated away from landfill. In financial year 2020 Crown Resorts diverted approximately 62% of waste generated away from landfill, and in financial year 2021 66% was diverted from landfill.

Over the past five years, Crown has diverted approximately 52,000 tonnes of waste away from landfill.

CROWNEARTH

CROWNEARTH Committees at Crown Melbourne and Crown Perth continued to focus on staff engagement with regular events, training and communications to ensure staff and contractors are kept informed of Crown's environmental performance and progress; and to continue to embed sustainability as part of Crown's culture.

Crown's well-established, employee-





led CROWNEARTH Committees continue to remain very active, focussing on numerous energy, water and waste management initiatives, as well as community focussed projects to improve the overall sustainability performance of the business.

Across 2020 and 2021 Crown employees supported the following environmental initiatives:

- Hosted a fundraising event "Coffee for a Cause" to support Wildlife Victoria's bushfire relief efforts.
- Donated upcycled tote bags (made with laundered hotel bed linen) to SisterWorks; a not-for-profit social enterprise supporting women who are refugees, asylum seekers or migrants.

- Donated over two tonnes of soap bars to Soap Aid, a not-for-profit organisation that recycles and sends critical soap to communities facing major hygiene challenges.
- Donated over three tonnes of soft linens and furniture to various charities and community organisations including The Salvation Army, the Lort Smith and the Lost Dogs Home.
- Participated in Clean-up Australia Day, with over 120 staff and contractors cleaning up the areas surrounding the Yarra River in Melbourne and Perth's Swan River.
- In partnership with Crown's Staff Club, hosted a "Big Aussie Swap", a clothing recycling event during National Recycling Week.
- Raised funds for Clean-up Australia Day during Perth's CROWNEARTH Week activations.

Over the next 12 months, Crown will continue to work on balancing environmental health measures whilst maintaining environmental sustainability performance, setting new targets and relaunching our environmental strategy.

Climate Risks & Opportunities

Crown acknowledges the potential impact climate change and extreme weather events could have on its operations and its longer-term sustainability.

Crown currently has systems in place to measure its climate and energyrelated performance metrics. Crown will complete work commenced prior to COVID-19, to identify climate-related risks, both transitional and physical risks.



CASE STUDY CROWNEARTH Environmental Committees

Crown's environmental committees have been active for many years across Crown's properties. In 2017, under the CROWNEARTH banner, the dedicated and passionate volunteers from across all business units who make up these committees have made significant contributions to Crown's performance results and greatly assist with increasing awareness and participation of employee engagement programs.

John Daniell, Table Games Innovation Development Manager, joined the CROWNEARTH committee in Melbourne after making enquiries regarding lack of recycling bins in his office. John says "A couple of emails later, I had recycling bins and I was on the CROWNEARTH committee!"

John is an active member of the team, chairing the committee throughout the year and has been exceptional in helping promote awareness across the business. John commented that "Each year we seem to have more employees offering assistance and more people willing to put up their hand to organise a new event or initiative".

Clean-up Australia Day is one example of an event gaining more and more support each year from Crown's employees, with over 120 participants across Perth and Melbourne.

"Waste is such a topical issue, and often people don't consider that their small action of dropping a cigarette butt, for example, can have a much larger flow-on effect, ending up in our waterways and garden beds." John also notes he has no hesitation in pulling up members of the public who he sees not doing the right thing.

Crown's Global Head of Tax,
Angelina Bowden-Jones, joined
the CROWNEARTH Perth team in
2017, after the committee relaunch.
Angelina's expertise in finance has been
a huge asset in terms of assisting to
demonstrate return on investment of
projects, and has been instrumental
in having numerous initiatives
implemented across the complex,
particularly around the reduction of
single use plastic.

Angelina's highlights throughout her time on the committee include seeing increased sustainability awareness amongst staff, whether it is by receiving ideas and suggestions relating to sustainability, attendance at CROWNEARTH events, and an evergrowing CROWNEARTH Committee in Perth.

Angelina suggests "It can be easy to be overwhelmed with environmental issues and I have found that focussing on one thing at a time works well. Whether it is single use items being replaced with reusable items or turning off the lights when not in a room. Remember that if millions of people each do one thing that adds up to millions of actions."

Throughout the COVID-19 lockdowns, the dedicated CROWNEARTH Committee members have remained active, sharing tips and ideas across Crown's various communication channels for living more sustainably.



CASE STUDY Andrew Hill, Executive Sponsor, CROWNEARTH Perth Committee

Andrew Hill started his Crown journey in 1994 at Crown Melbourne, before moving to Perth soon after Crown acquired the Complex in 2005. He has been an active contributor to Crown's sustainability agenda, joining the environmental committee at its inception back in 2008. The committee evolved to officially become the CROWNEARTH Committee in 2017.

As Crown Perth's Chief Operating Officer of Food, Beverage and Entertainment, Andrew plays an important part in managing sustainability in everyday practice of Crown Perth's operations: "I really just wanted to make a difference, and with my role encompassing property services, food, beverage and entertainment I feel that I am in the position to action some tangible form of change," said Andrew.

Andrew remains passionate about change management and improving the services Crown delivers in a more efficient and sustainable manner.

Andrew says "We've made significant water reductions with the installation of an underground bore for all of Crown Perth's landscape and gardens. We've also introduced timed flushes in all the bathrooms, water saving devices in back and front of house areas and by regularly monitoring water consumption these initiatives yielded over a 12% reduction at that time."

In March 2020, the CROWNEARTH Perth Committee achieved a record high with rates in Crown's recycling stream, up from 40% to over 80% diversion from landfill. This comes as a result of the 18 separate recycling streams developed at Crown Perth over the last ten years.

Over the last 6 years, across Crown Melbourne and Crown Perth, electrical consumption has reduced by 15% with the introduction of LED lighting, enhanced air-conditioning control system, major plant equipment monitoring and replacement of more efficient fixed plant and equipment.

Unfortunately, COVID-19 safety measures introduced have had a reverse effect on our recycling program, with the increase in use of single-use non-recyclables. Andrew sees this as a challenge to overcome as he aims to revert back to the 80% diversion from landfill achievement in March 2020. However, the Container Deposit Scheme, implemented in October 2020, is helping to address this.

One of Andrew's favourite quotes comes from Peter Drucker: "Nothing is less productive than to make more efficient what should not be done at all." Andrew applies this ethos to his work on the CROWNEARTH Committee as he continues to drive Crown Perth's sustainability agenda.





SUSTAINABLE SUPPLY CHAIN



Supporting Local Business

In accordance with the Australian Jobs Act 2013, Crown has an approved Australian Industry Participation Plan (the Plan) for Crown Sydney.

Crown is committed to providing opportunities for Australian entities to tender for the supply of goods and services to be procured by Crown. There are two phases to the Plan - the construction phase which was completed during the reporting period of which 97% was sourced with Australian suppliers, and the Initial Facility Operations phase, which will remain in place until December 2023.

Opportunities for the Initial Facility
Operations phase of supply are published
on the Crown Sydney website with
greater than 95% of supply being awarded
to Australian businesses. A recent
example includes Crown's partnership
with Australian-made luxury skincare
brand, Grown Alchemist, which provides
all in-room amenities to Crown Sydney.

Across Crown's three resorts, we are now obtaining approximately 94% of supply from Australian businesses.

Supporting Australian business has not been more important to Crown than

in current times where COVID-19 has challenged our business and those of our suppliers. Many businesses have had to pivot and adjust strategies and in doing so, where we can, we have tried to assist our suppliers with this change, whether that be through earlier payments, adjusting delivery schedules to help reduce costs or providing marketing support of their business through Crown's media platforms. A recent example, melba & me, which has partnered with Crown for over 25 years to bring our guests the freshest, Australian-grown produce, had to adjust their business to support a business to consumer model due to the extended lockdowns in Victoria in 2020. Crown provided support via its media platforms to help promote melbaandme.com

Supporting Indigenous Business Opportunities

During the period, The University of Melbourne was given an ARC Linkage Grant to "evaluate the impact of Indigenous preferential procurement programs" of Crown, one of a few linkage partners on the project.

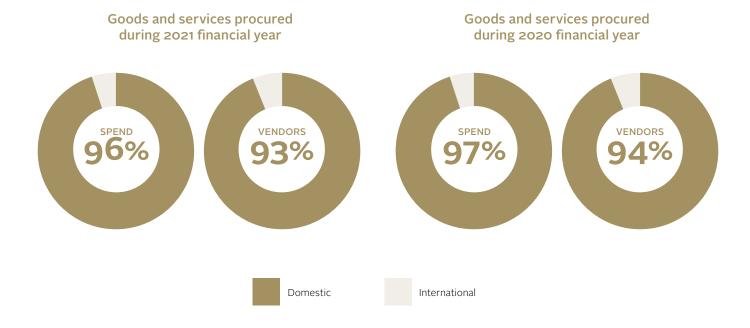
The project key objectives aim to explore:

- how the Indigenous procurement policy is working across government agencies and corporate Australia;
- the impact of Indigenous preferential procurement on government and corporate engagement with Indigenous suppliers;
- the impact Indigenous procurement policies are having on Indigenous employment outcomes;
- Indigenous firms' uptake of Indigenous preferential procurement opportunities.

Crown will be involved in the project by providing data, resources and ongoing support in line with expectations of Partner Organisations. We are confident that, with the proposed quantitative and qualitative expertise and research, the project will provide the necessary information to design future Indigenous Preferential Procurement Policies (IPPP) with the primary objective of understanding the spillover effects into communities and businesses so as to create long-term, sustainable employment opportunities for Aboriginal and Torres Strait Islander people.

Commitment to Australian Businesses

Crown continues to support Australian businesses and operates with **over 90% of all spend and vendor relationships** remaining in Australia.



Sustainability at Crown - Cooking up a storm with good oil

A revolutionary oil management system used by a local Perth company has saved the equivalent of more than 200 new growth trees and 300,000 litres of water in financial year 2020 alone at Crown's Melbourne property.

Oil2U started in Perth where it supplied Crown's Perth operations with premium 100% Australian canola oil in the early 2000's before expanding to the eastern seaboard where it also services Crown's Melbourne operations. The partnership has expanded to the point where Oil2U now provides Crown with over 560,000 litres of purified high stability cooking oil per annum, free of dangerous hexane.

In line with Crown's commitment to improve the overall sustainability performance of its business across its three major focus areas - energy efficiency, water conservation and waste reduction - the packaging and waste involved with the delivery of fresh cooking oil was identified by Crown as an opportunity to reduce wastage and the landfill contribution of its large operations in Melbourne and Perth.

Crown and Oil2U identified this packaging waste as something they could work together to reduce. Together they have evolved their single supply arrangement to a specialised and revolutionary Total Oil Management (TOM) system; a complete end-to-end closed loop solution that manages the delivery and supply of fresh cooking oil as well as the storing, handling and recycling of used cooking oil - without the need for excessive cardboard packaging. From 2019, when the system was implemented, to June 30 2020, the TOM system has enabled Crown to eliminate the need for 12 tonnes of cardboard packaging, and also stop 85.41m³ of ancillary packing waste going to landfill - that's enough waste to fill a backyard swimming pool four times over.

Now in 2021, two years after Oil2U commenced in Melbourne, Crown was able to support the acquisition of Oil2U's 'Boss Truck' in 2020. This new truck runs on solar electricity collected from the truck, so is a lighter and more efficient setup.

Further, the state-of-the-art equipment is well engineered and regularly updated with no exhaust or emissions from diesel powered pumping systems, improving the health and safety of staff who interact with it.

The supply arrangement between Oil2U and Crown is testament to what can be achieved when like-minded organisations work together to pursue innovative, safe and sustainable solutions that have a positive impact on the immediate consumer as well as the community more broadly.







PERFORMANCE DATA



Employee Demographics

Chairman and Non-Executive Directors are excluded from all tables and figures (unless specified otherwise).

Unless stated otherwise, the following employee data relates to Crown Melbourne and Crown Perth (including Australian-based amenities) including staff who have been or remain stood down due to COVID-19 as at 30 June 2021.

Employee Status	F17	F18	F19	F20	F21
Full Time	5,316	5,306	5,332	5,352	6,184
Part Time	4,142	4,248	4,327	4,462	4,298
Casual	2,297	2,415	2,342	2,352	2,191
Contractors	4,819	5,980	6,565	6,430	7,868
Total	16,574	17,949	18,566	18,596	20,541

By Site	Perth		Melbourne		Sydney
	F20	F21	F20	F21	F21
Full Time	1,796	1,712	3,556	3,516	956
Part Time	1,737	1,731	2,725	2,181	386
Casual	1,184	1,276	1,168	910	5
Contractors	1,330	1,304	5,100	5,260	1,304
Total	6,047	6,023	12,549	11,867	2,651

Diversity	F20	F21
IEP	178	174
Crownability	294	320

Gender Balance	F20	F21
Female	5,255	5,467
Male	6,911	7,025
Gender Diverse		1
Total	12,166	12,673

Gender Split	F20	F21
Female	43.2%	43.1%
Male	56.8%	56.9%
Gender Diverse		

New Hires	
Full Time	357
Part Time	802
Casual	743

Parental Leave	Head Count
Primary	150
Secondary	142

Parental Leave	FY21	FY20
Headcount	150	186
Primary Paid	\$1,366,988	\$2,245,787
Primary Super	\$299,431	\$481,454
Total Benefits paid to Primary Carer	\$1,666,419	\$2,727,242

Headcount	142	126
Secondary Paid	\$312,266	\$269,947
Secondary Super	\$75,744	\$75,179
Total Benefits paid to Secondary Carer	\$388,010	\$345,126
Primary Carer	150	186
Secondary Carer	142	126
Grand Total	\$2,054,429	\$3,072,367

GRI 302-1 Energy consumption within the organisation

Energy (GJ)	Crown Melbourne	Crown Perth	Crown Sydney	Jets	Total
F12	896,522	254,720		17,857	1,169,099
F13	903,776	280,793		18,635	1,203,204
F14	827,506	271,806		15,689	1,115,001
F15	682,770	261,835		17,113	961,718
F16	673,803	250,872		22,210	946,885
F17	696,349	323,265		21,802	1,041,416
F18	678,428	315,086		25,533	1,019,047
F19	664,421	304,111		12,238	980,770
F20	608,602	261,543		18,238	888,383
F21	528,706	300,052	95,298	3,873	927,929
% Change	-13.1%	+14.7%		-78.8%	+4.5%

*Note: Crown Sydney total energy consumption includes purchased chilled water

Electricity	Crown	Crown	Crown	Total
(kWh)	Melbourne	Perth	Sydney	Total
F12	99,756,067	49,718,889		149,474,956
F13	89,924,678	54,201,279		144,125,957
F14	85,115,562	53,084,844		138,200,406
F15	97,702,516	50,411,807		148,114,323
F16	95,293,124	47,838,011		143,131,135
F17	93,083,486	56,376,376		149,459,862
F18	91,748,128	55,262,596		147,010,724
F19	90,452,453	53,030,533		143,572,986
F20	81,018,655	47,890,567		128,909,223
F21	72,126,997	51,363,072	10,805,615	134,295,684
% Change	-11.0%	+7.3%		+4.2%

Gas (GJ)	Crown Melbourne	Crown Perth	Crown Sydney	Total
F12	518,642	71,543		590,185
F13	559,945	80,399		640,344
F14	504,252	78,390		582,642
F15	312,948	77,033		389,981
F16	335,255	76,715		411,970
F17	338,970	118,039		457,009
F18	321,598	115,560		437,158
F19	325,009	111,797		436,807
F20	316,355	88,533		373,424
F21	266,466	114,274	47,884	428,624
% Change	-15.8%	+29.1%		+14.8%

*All methodologies used are in accordance with the National Greenhouse and Energy Reporting Act 2007 (NGER Act). Total energy includes fuel, electricity and gas data obtained from utility invoices. Heating, cooling and steam from external sources are not consumed on-site. Only aviation fuel from domestic jet travel has been included.

Environmental Sustainability

Crown's environmental strategy has seen significant improvements in energy and water consumption, and carbon emissions intensity, over the last 5 years due to the temporary closure of Crown's properties which has impacted Crown's 2021 financial year data.

GRI 302-3 Energy Intensity

The energy intensity metric used is m² of gross floor area.

Energy (GJ/m²)	Crown Melbourne	Crown Perth	Crown Sydney	Total (including jets)
F12	1.70	1.62		1.71
F13	1.72	1.74		1.76
F14	1.58	1.84		1.66
F15	1.30	1.41		1.35
F16	1.27	1.35		1.32
F17	1.33	1.37		1.37
F18	1.26	1.33		1.32
F19	1.23	1.28		1.26
F20	1.10	1.10		1.12
F21	0.98	1.27	0.65	1.01
% Change	-10.9%	+15.5%		-9.8%

GRI 305-1 Direct (Scope 1) GHG emissions

Scope 1 GHG (t CO ₂ -e)	Crown Melbourne	Crown Perth	Crown Sydney	Jets	Total
F12	28,690	4,278		1,242	34,210
F13	30,844	4,833		1,250	36,927
F14	28,170	4,526		1,052	33,748
F15	18,339	4,504		1,148	23,991
F16	19,542	4,352		1,505	25,399
F17	18,439	6,067		1,460	25,966
F18	17,836	6,026		1,710	25,572
F19	17,833	5,838		831	24,502
F20	16,541	4,636		1,236	22,413
F21	16,848	6,770	2,527	303	26,448
% Change	+1.9%	+46.0%		-75.5%	+18.0%

^{*} Greenhouse Gas emissions are calculated using factors stipulated under the NGER Act 2007 for electricity, gas and fuel. Only aviation fuel associated with domestic jet travel has been included. Refrigerant emissions have been included based on leakage factors as stipulated by the NGER Act. All Greenhouse Gases presented have been converted to carbon dioxide equivalent emissions as per the NGER Act reporting methodologies.

GRI 305-2 Energy indirect (Scope 2) GHG emissions

Scope 2 GHG (t CO ₂ -e)	Crown Melbourne	Crown Perth	Crown Sydney	Total
F12	120,705	39,775		160,480
F13	107,010	44,445		151,455
F14	99,585	41,406		140,991
F15	115,289	38,313		153,602
F16	107,681	36,357		144,038
F17	101,461	42,846		144,307
F18	99,088	38,684		137,772
F19	96,881	37,121		134,002
F20	82,639	33,044		115,683
F21	70,644	34,927	8,752	114,323
% Change	-14.5%	+5.7%		-1.2%

^{*} Greenhouse Gas emissions are calculated using factors stipulated under the NGER Act 2007 for electricity, gas and fuel. Only aviation fuel associated with domestic jet travel has been included. Refrigerant emissions have been included based on leakage factors as stipulated by the NGER Act. All Greenhouse Gases presented have been converted to carbon dioxide equivalent emissions as per the NGER Act reporting methodologies.

GRI 305-4 GHG emissions intensity

The emissions intensity metric used is m² of gross floor area.

GHG (t CO ₂ -e / m ²)	Crown Melbourne	Crown Perth	Crown Sydney	Total (including jets)
F12	0.28	0.28		0.28
F13	0.26	0.3		0.27
F14	0.24	0.31		0.26
F15	0.25	0.23		0.25
F16	0.24	0.21		0.23
F17	0.22	0.2		0.22
F18	0.22	0.19		0.21
F19	0.21	0.18		0.2
F20	0.18	0.16		0.18
F21	0.16	0.18	0.08	0.15
% Change	-11.1%	+12.5%		-16.7%

Total Emissions (tCO ₂ -e)	Crown Melbourne	Crown Perth	Crown Sydney	Jets	Total
F11	157,497	40,989		1,435	199,921
F12	149,395	44,053		1,242	194,690
F13	137,854	49,278		1,250	188,382
F14	127,755	45,932		1,052	174,739
F15	133,628	42,817		1,148	177,593
F16	127,223	40,709		1,505	169,437
F17	119,900	48,913		1,460	170,273
F18	116,924	44,710		1,729	163,363
F19	114,714	42,959		831	158,504
F20	99,180	37,680		1,236	138,096
F21	87,492	41,697	11,279	303	140,771
% Change	-11.8%	+10.7%		-75.5%	+1.9%

*Greenhouse Gas emissions are calculated using factors stipulated under the NGER Act 2007 for electricity, gas and fuel. Only aviation fuel associated with domestic jet travel has been included. Refrigerant emissions have been included based on leakage factors as stipulated by the NGER Act. FY11 has been chosen as the baseline year due to the completion of significant expansion projects in FY10. All Greenhouse Gases presented have been converted to carbon dioxide equivalent emissions as per the NGER Act reporting methodologies.

GRI 303-1 Total Water Withdrawal by Source

Total Water Consumption (kL)	Crown Melbourne	Crown Perth	Crown Sydney	Total
F12	704,552	337,681		1,042,233
F13	786,857	361,042		1,147,899
F14	743,101	360,612		1,103,713
F15	729,162	368,081		1,097,243
F16	748,631	339,540		1,088,171
F17	722,374	395,916		1,118,290
F18	690,248	447,566		1,137,814
F19	699,870	449,229		1,149,099
F20	581,831	349,915		931,746
F21	326,266	311,805	65,244	703,315
% Change	-43.9%	-10.9%		-24.5%

^{*} Crown only obtains water from municipality water supplies. Data is obtained from utility invoices.

GRI 303-3 water sources significantly affected by withdrawal of Water

Crown Melbourne and Crown Sydney only obtain water from municipality water supplies. Hence, only the Melbourne and Sydney central water supplies are affected by withdrawal. Crown Perth uses groundwater in addition to municipality water supplies.

GRI 303-4 Total Water Discharge by Quality and Destination¹

F21 Water Discharge (kL)	Crown Melbourne	Crown Perth	Crown Sydney	Total
Sewer	253,979	160,483	58,720	473,182
Un-scheduled Discharges ²	None	None	None	None

^{1.} Destination for above discharges is to sewer. Sewer discharges are not treated. Data obtained from utility invoices.

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

GRI 306-2 Total weight of waste by type and disposal method

	Weighten				
Waste Category	Crown Melbourne (tonnes)	Crown Perth (tonnes)	Crown Sydney (tonnes)	Total (tonnes)	% of Total Waste
Waste Streams se	nt to Landfill				
General Waste	1,441	2,062	621	4,124	34.1%
Waste Streams Re	ecycled	'			
Commingled	477.8	1,372.0	214.0	2,063.8	17.1%
Grease Trap Waste	1,566.0	1,056.0	142.0	2,764.0	22.9%
Cardboard	230.0	282.8	50.0	562.8	4.7%
Organics	790.0	959.0	0.0	1749.0	14.5%
Gaming Cards	199.5	70.3	0.0	269.8	2.2%
Oil Waste	131.0	164.6	33.9	329.5	2.7%
Paper - Secure Document Destruction	0.0	7.3	0.0	7.3	O.1%
Secure Paper	3.2	0.0	0.0	3.2	0.0%
Paper	2.8	0.0	0.0	2.8	0.0%
Polystyrene and Hard Plastics	20.4	2.6	3.0	26.0	0.2%
Timber Recycling	16.6	12.1	0.0	28.7	0.2%
Metal Recycling	21.2	9.8	0.0	31.0	0.3%
E-Waste	11.9	18.0	0.0	29.9	0.2%
Cigarettes	0.0	0.0	0.0	0.0	0.0%
Fluorescent Tubes and Lamps	0.3	0.2	0.0	0.5	0.0%
Green Waste	0.0	38.0	0.0	38.0	0.3%
Uniforms	9.2	0.0	0.0	9.2	0.1%
Soap Aid	0.5	0.0	0.0	0.5	0.0%
Nespresso	1.7	0.0	0.0	1.7	0.0%
Furniture	0.0	0.0	0.0	0.0	0.0%
Demolition Waste	9.6	0.0	0.0	9.6	0.1%
Soft Plastic	0.0	32.3	0.0	32.3	0.3%
Total Waste Recycled	3,491.8	4,025.0	442.9	7,959.6	65.9%

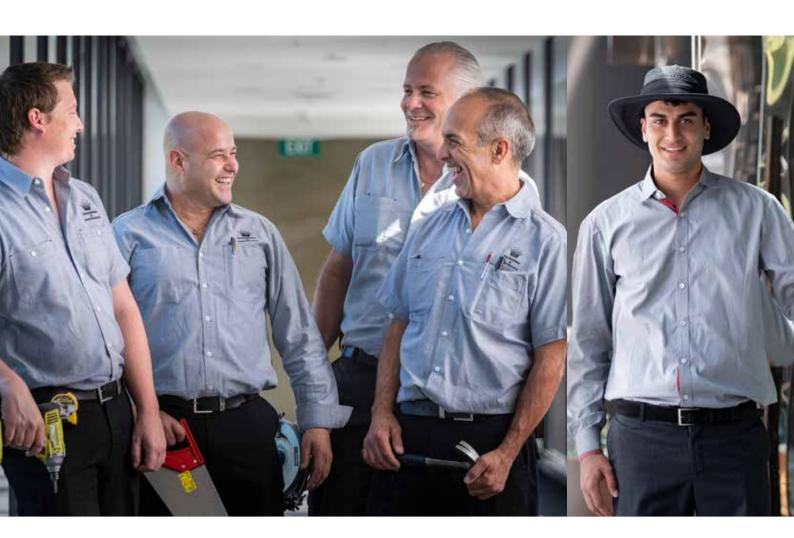
Total Waste by Weight

Total Waste Generation	Landfill	Recycled	Total	% Recycled
F11	10,086	6,701	16,787	39.9%
F12	10,234	9,426	19,660	47.9%
F13	10,776	6,117	16,893	36.2%
F14	9,932	7,085	17,017	41.6%
F15	5,139	11,619	16,758	69.3%
F16	4,839	12,201	17,040	71.6%
F17	5,488	11,459	16,947	67.6%
F18	5,455	12,048	17,503	68.8%
F19	5,366	12,211	17,577	69.5%
F20	5,249	8,678	13,927	62.3%
F21	4,124	7,960	12,084	65.9%
% Change	-21.4%	-8.3%	-13.2%	+5.7%

 $^{^{\}star}$ All waste streams are removed off-site by dedicated waste management contractors. Data obtained from waste contractor monthly reports and invoices.



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About Crown

Crown Resorts (Crown) is one of Australia's largest entertainment groups and makes a major contribution to the Australian economy through its role in tourism, employment and training, and its corporate responsibility programs.

Australian Resorts

In Australia, Crown owns and operates two of Australia's leading integrated resorts, Crown Melbourne and Crown Perth, as well as Sydney's latest premium hotel resort and dining precinct at Crown Sydney.

International Interests

Overseas, Crown owns and operates Crown Aspinalls in London, one of the high-end licensed casinos in the West End entertainment district. Crown also holds a 50% equity interest in the UK-based Aspers Group and a 20% interest in Nobu.

Crown Digital

Crown has interests in various digital businesses, including Betfair Australasia (100%), DGN Games (100%) and Chill Gaming (50%).

For enquiries: comment@crownresorts.com.au

Acknowledgement of Country

Crown acknowledges the Traditional Custodians of the land on which our Australian resorts are located. We pay our respects to the Noongar People on Whadjuk Country (Perth), the Gadigal People of the Eora Nation (Sydney) the Wurunderji and Bunurong People of the Kulin Nation (Melbourne) and Elders, past, present and emerging. Crown acknowledges the Traditional Custodians, kinship lines, ongoing cultures and connection to the land, rivers, spirit and identity.













