

# Sustainability Report



Steve Herbert, Parliamentary Secretary for Education and Parliamentary Representative for Eltham  
– Opening of Crown College

“...opening of the new \$10 million purpose-built training facility for Crown College exemplifies Crown Melbourne’s commitment to continued investment in its employees.”

## Our People

Crown places significant emphasis on employee engagement and satisfaction, as is evidenced by its commitment to offering access to training and development opportunities for its workforce of more than 9,600 employees.

Across its Crown Melbourne and Burswood businesses, which are the largest single-site private sector employers in Victoria and Western Australia, over 370,000 hours of job training are undertaken annually.

In 2009, Crown was the first employer to sign the Australian Employment Covenant. Over the past 12 months Crown’s indigenous employment strategy, guided by dedicated employment coordinators, has facilitated the increase of its indigenous workforce. Over 60 indigenous Australians have been employed in the Crown Melbourne and Burswood complexes to date. Crown’s indigenous employment strategy is regarded as a best practice model for other employers across the country. The program boasts a high retention rate with a significant number of people settling into permanent secure employment and building strong careers.

### Crown Melbourne

This year’s opening of the new \$10 million purpose-built training facility for Crown College, which has been in operation for the past 15 years, exemplifies Crown Melbourne’s commitment to continued investment in its employees.

Training for up to 300 employees can take place across the general purpose and computer-equipped training rooms, the 70-seat auditorium, and the dedicated Table Games and Gaming Machines training areas. The new 70-seat training restaurant and bar, Culinarium, offers a training environment second to none for Food and Beverage employees.

As a Registered Training Organisation, Crown Melbourne has developed and delivered high-quality accredited courses at the College and has worked with industry and education-sector partners to ensure a broad range of development opportunities is available.

Currently, 16 percent of Crown Melbourne employees are participating in accredited training across 13 qualification streams covering all areas of the business.

Crown Melbourne’s three main Learning Pathways programs offer frontline employees, supervisors and managers a clear course to achieve their career goals. In partnership with Swinburne University, Learning Pathways has been aligned to the Australian Qualifications Training Framework enabling Crown Melbourne employees to gain nationally recognised qualifications. The Learning Pathways initiative strongly supports the Victorian Government’s *Securing Jobs for the Future – Skills for Victoria* strategy.



Crown Melbourne participates in NAIDOC week



Crown Melbourne, Open Family Christmas



Participants of Burswood's Australian Employment Covenant

“Burswood significantly expanded its training activities during the financial year.”

Employees were further encouraged to develop a fulfilling and long-term career at Crown Melbourne this year with the launch of Crown Careers Expo online, which supports the facilitation of career moves into other frontline roles within the business.

To support the launch of the customer loyalty program, a company-wide training program on Crown Signature Club was implemented in conjunction with a customer service values training program aimed at strengthening Crown's brand.

Health and safety continued to be a priority. Crown Melbourne's Senior Management Team participated in Health & Safety Executive Due Diligence Workshops during the year, reinforcing legal obligations and emphasising the importance of safety leadership in senior management roles.

The new online incident, hazard and risk reporting system was also launched resulting in improved hazard reporting and control. During the year, Crown Melbourne committed to renewing its WorkSafe Self Insurance Approval.

In September 2010, Crown Melbourne was named “Victorian Employer of the Year” at the Victorian Training Awards 2010.

**Burswood**

The commitment and professionalism of Burswood's employees underpinned the strong results achieved this year, with a high level of customer satisfaction evident across the complex.

Burswood significantly expanded its training activities during the financial year. The focus was on developing and improving service capability, improving performance systems and launching new online learning courses. Diversity in the workplace has also been a key focus throughout the year.

Burswood introduced its own Apprentice, Trainee and Trainer of the Year Awards to provide recognition to those employees who participate in training and learning and development at Burswood.

A Leadership Development Program was also introduced this year. The program identifies developing leaders within the business and assists them in reaching their full potential over a year-long training program.

The introduction of Burswood's mentoring program has seen over 35 experienced managers assume mentoring roles within the business to support and assist other staff members in their careers at Burswood.



“Crown is committed to the promotion of responsible service of gaming as part of its business.”

**Professor John Horvath A.O.**  
Chair  
Crown Responsible Gaming Committee

## Responsible Gaming

Crown continues to be a leader in the development and implementation of initiatives that support responsible gaming. The commitment to good gaming practices is evident in the significant resources dedicated to promoting responsible gaming and providing assistance to patrons who may be experiencing difficulty with their gaming behaviours at both Crown Melbourne and Burswood complexes.

Subsequent to year end, the Crown Board established a Board Committee dedicated to overseeing responsible gaming at Crown. The Responsible Gaming Committee is chaired by newly appointed Crown Director, Professor John Horvath. The Committee is charged with reviewing and monitoring Crown’s responsible gaming programs, recommending policies and procedures to enhance the effectiveness of those programs and promoting awareness of responsible gaming issues.

Crown is serious about ensuring that staff members understand Crown’s responsible gaming programs. From induction through to ongoing training, they are trained to look out for, and make managers aware of, observable signs that indicate a customer may be experiencing difficulty with their gaming behaviours. Staff regularly participate in information sessions and complete refresher courses on the responsible service of gaming. Staff at both Crown Melbourne and Burswood know the steps to take to ensure individuals are directed to their respective Responsible Gaming Support Centres or to make their Responsible Gaming Liaison Officers aware of the behaviours.

### Crown Melbourne

Crown Melbourne’s Responsible Gaming Support Centre has been in operation since 2002. The centre, which is a world-first responsible gaming initiative, is an in-house facility that operates 24-hours a day, seven days a week. It is staffed by an experienced team including Crown Melbourne’s Responsible Gaming Liaison Officers who provide services around the many responsible gaming initiatives and programs including the Self-Exclusion Program. Other initiatives include access to on-site Responsible Gaming Psychologists and the availability of the Chaplaincy Support Service.

Crown Melbourne has been a pioneer in the development of pre-commitment systems, having first implemented a voluntary system, the Play Safe Limits program, in 2003 as one of its many responsible gaming initiatives. The program allows gaming machine and fully automated table games customers to set daily individual spend and time limits, or a combination thereof, as well as an optional annual spent limit, using their Crown Signature Club Card.

Availability of information on Crown Melbourne’s established responsible gaming programs is key to successfully assisting customers to address problem behaviours associated with gaming. Responsible gaming materials are readily available throughout the complex, on the gaming floor and via the Responsible Gaming Support Centre. Furthermore, contact telephone numbers for Crown Melbourne’s Responsible Gaming Support Centre and Gambler’s Help are displayed on gaming machines, table games, ATMs, brochures, Crown Signature Club information desks and in newsletters.

This year marked the first full year of operation of Crown Melbourne’s new Responsible Gambling Code of Conduct. The Code brought all the responsible gaming initiatives that Crown Melbourne had been actively implementing for a number of years under one banner. It is available in a number of languages.

Crown Melbourne has established strong links with support services such as Gambler’s Help and relevant assistance programs, with regular interactions to ensure provision of appropriate assistance to customers seeking help. Crown Melbourne is represented on the Victorian Responsible Gambling Ministerial Advisory Council and on their working groups and committees.



**RESPONSIBLE GAMING**  
STAY IN CONTROL



Hon. Terry Waldron, Minister for Racing and Gaming – Opening of Burswood’s Responsible Gambling Information Centre



Simon O’Donnell, ambassador for Responsible Gambling Awareness Week, and Fr James Grant, Crown Melbourne’s Chaplain



“Burswood’s continuous responsible gaming training for staff underpins its focus on providing assistance to customers who experience problems with their gaming behaviours.”

Crown Melbourne has participated in Responsible Gambling Awareness Week (RGAW), a state wide government, community and industry initiative, since its inception and this year hosted a morning tea with stakeholder attendees and the media. Former Australian cricketer, Simon O’Donnell, an ambassador for RGAW and Crown Melbourne’s Chaplain, Fr James Grant, spoke about the key themes for the week – knowledge, balance and control. Crown Melbourne’s involvement highlights the importance of the partnership between the gaming industry, state government and the community sector in promoting responsible gaming.

**Burswood**

Awareness continues to increase for Burswood’s Responsible Gambling Information Centre, which opened in 2009. Burswood’s centre is an in-house facility manned by experienced staff who deal with customers who may be experiencing difficulties with their gaming behaviours. The responsible gaming team at the Centre provide information about Burswood’s many responsible gaming initiatives and programs such as the Self-Exclusion Program.

Burswood recently updated its online training program for staff, ensuring they have access to the latest best practice information on responsible gaming. The training updates also include the development of an ongoing refresher program for staff.

In July 2010, Burswood introduced player pre-commitment and player activity statement functionality. Patrons who play Burswood’s gaming machines are able to set financial and time limits regarding their play. Additionally patrons are able to obtain a statement that details their gaming activity.

This year, during Awareness Week, Burswood, in collaboration with State government, community and industry partners, hosted and presented at an inaugural half-day forum. The Minister for Racing and Gaming formally opened Awareness Week and Professor Jan McMillan delivered a key note address.

Burswood’s annual forum with Gambling Help WA (GHWA) included industry partners for the first time this year. The forum continued to build collaboration between workplaces in order to develop relationships among industry stakeholders. Burswood’s presentations outlined its strategic approach, guiding principles and achievements. During the forum, GHWA provided case studies to staff on the issues patrons confront in counselling and how counsellors engage and treat individuals who have developed problem behaviours.

Burswood has continued to engage, develop and maintain relationships with a wide range of community service organisations and industry partners, raising awareness of responsible gaming and the services provided by Burswood to assist patrons who develop a problem with their gambling.



Crown Melbourne supporting The Million Dollar Lunch

“...Crown Melbourne responds and provides assistance, donations and support to a broad range of community needs.”

## Community

Community involvement is driven by the belief that we have both responsibility and opportunity to assist in the growth and development of the local communities where Crown's people and staff live and work.

This year, Crown and its employees provided support to projects that focused on a variety of charitable causes from individuals who suffer illness to established care agencies. Contributions were made in various forms including sponsorship arrangements and the contribution of resources such as staff time, use of facilities and various Crown Packages that can be further used to raise monies for the charities.

### Crown Melbourne

From large organisations to individuals affected by tragedy, Crown Melbourne responds and provides assistance, donations and support to a broad range of community needs.

Crown Melbourne is proud that its staff volunteer their time and efforts each Christmas Day to help pack and distribute over 250 hampers filled with ingredients donated by Crown Melbourne as part of the Open Family Australia Christmas program.

For over five years, Crown Melbourne has sponsored and hosted the My Room Ball. My Room was formed in 1993 by three families who had children undergoing chemotherapy and wanted to support the Oncology Unit at The Royal Children's Hospital in Melbourne.

Crown Melbourne also supports Challenge's Robert Allenby Gala Dinner and Diamonds are a Girl's Best Friend Dinner for children living with cancer and other life-threatening blood disorders.

Over the past five years, the KOALA Foundation (Kids Oncology And Leukaemia Action Foundation) has received over \$7.56 million from its annual fundraising event that brings together some of Australia's most influential people. Crown Melbourne hosts The Million Dollar Lunch and donates food, the venue, various prizes and raffle items, along with staff and management teams who work at the event for the benefit of the KOALA Foundation.

Crown Melbourne also sponsors and hosts Starry, Starry Night, which raises funds for The Alannah and Madeline Foundation. This year, over \$620,000 was raised to help protect children from violence and its devastating effects.

Crown Melbourne is involved with The Shane Warne Foundation, which donates monies raised at events to charities that work with seriously ill and underprivileged Australian children. Crown Melbourne sponsors and hosts a number of the Foundation's events including the Footy Finals Luncheon, the Boxing Day Breakfast and the Joe Hachem and Shane Warne Charity Poker Tournament.



KOALA Foundation Christmas morning tea



Salvation Army Easter Appeal



Richard Branson – Strike A Chord for Cancer Foundation event

“Burswood’s employees are an integral part of the community support program.”

### Burswood

Burswood’s community support program works with a portfolio of over 20 local charity partners that help meet various needs in Western Australia.

Burswood supports a number of local, welfare-based agencies including a 10-year partnership with Foodbank Western Australia which sees Burswood chefs prepare 9,000 litres of soup annually for distribution to those in need. This year, the chefs were also involved in a local 6PR radio promotion to find Perth’s best soup recipe, which the chefs served during The Salvation Army lunchtime food run.

Burswood’s employees are an integral part of the community support program. For 12 years, they have provided much needed support to the Anglicare WA Winter Appeal donating blankets, clothing and food items. Employees also support the Christmas Appeal for St Vincent’s, donating items like hampers and bedding. This year, Burswood launched an Easter Appeal for The Salvation Army and staff donated chocolate Easter eggs and treats. The Juvenile Diabetes Research Foundation Australia Walk to Cure is also supported by Burswood employees.

Burswood has a long-term partnership with The St Vincent de Paul Society. This year Chief Executive Officer, Barry Felstead, participated in the inaugural CEO Sleepout in Western Australia, raising over \$34,000 in support of homeless services across Australia.

A new initiative this year included major support of Telethon, a long-running televised Perth fundraiser for the Princess Margaret children’s hospital.

Burswood is a proud partner of Youth Focus, a not-for-profit organisation dedicated to the prevention of youth suicide and depression. The organisation’s annual Night of Nights Ball is held at Burswood.

Importance is placed on providing support and patronage to the arts in Western Australia. Young Artists With Artitude each year gives 22 young artists the chance to exhibit in the Lobby of the InterContinental Perth Burswood, with one artist receiving a \$5,000 grant from Burswood.

Burswood again sponsored the annual Storm The Stage competition. An arts initiative developed with the Rotary Club over the past six years, it gives young performers the chance to showcase their talents on a world-class stage.

Reinforcing Burswood’s commitment to safety in the community, Burswood has an important 15-year partnership with Crime Stoppers in WA and is host-sponsor to the annual WA Police Officer of the Year Awards.



Burswood Environment Committee

“Crown’s vision is to play a leadership role in sustainable business practice in the gaming and entertainment industry.”

## Environment

Crown again participated in the Carbon Disclosure Project (CDP), which is run by an independent not-for-profit organisation that holds the largest database of corporate climate change information in the world.

Crown’s vision is to play a leadership role in sustainable business practice in the gaming and entertainment industry. In order to achieve this, Crown looks to expand its environmental sustainability efforts going forward by following the Global Reporting Initiative Guidelines in its sustainability reporting and by bringing operations in line with global environmental management standards.

### Crown Melbourne

This year, Crown Melbourne implemented a number of sustainability initiatives including a comprehensive monitoring and reporting system that provides live data for measuring electricity, gas and water consumption.

State-of-the-art energy and water efficiency technologies were adopted during the development of the Crown Metropol and Crown Conference Centre, both of which opened this year.

### Energy Efficiency

Crown Melbourne continues to reduce energy consumption through initiatives such as a site-wide lighting review to identify lighting replacement and control upgrade opportunities.

The installation of 13 new KONE lifts at Crown Towers will incorporate a number of energy saving features that will result in a total annual energy savings of over 1.2 million kWh. This represents greenhouse gas savings of more than 1,500 tonnes, equivalent to powering 128 Victoria homes or removing 386 cars from the streets.

### Water Conservation

Crown Melbourne continued water reduction initiatives through its approved waterMAP program. A complex-wide review of water fittings resulted in a number of upgrades and water-saving installations.

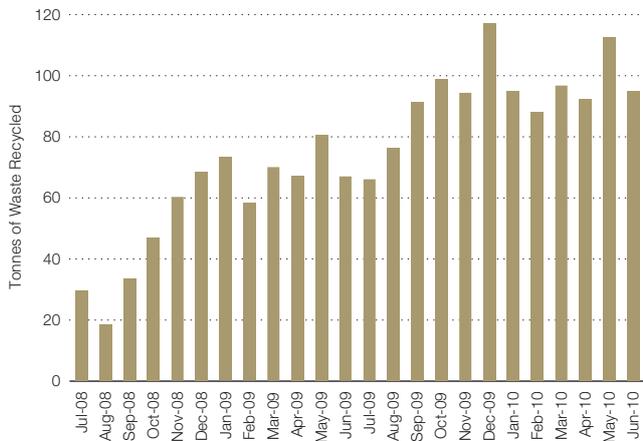
The installation of waterless woks throughout Crown Melbourne was one of the more progressive initiatives. A significant amount of water is used during wok cooking and Crown Melbourne restaurants have been able to save up to 5,000 litres per day per waterless wok stove, a total of 1.8 million litres per year.

### Life Cycle Management

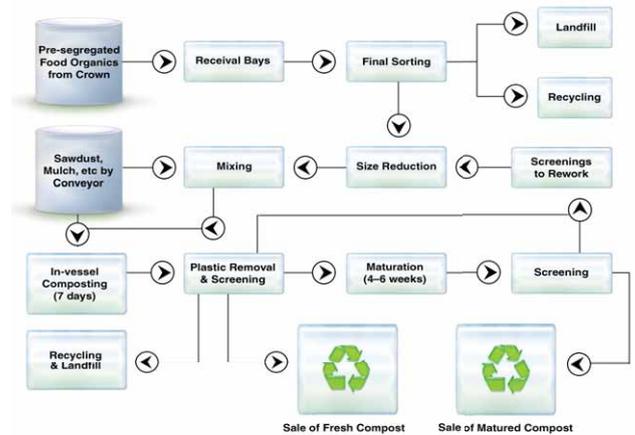
Crown Melbourne works with suppliers, employees, customers and waste management contractors to develop more sustainable consumption and production patterns across the total life cycle of products and services.

The polystyrene recycling scheme at Crown Melbourne is a good example of the Life Cycle Management program. Over 15 cubic metres of polystyrene is generated per day (5,475 per year) at the complex, primarily from the food and beverage outlets, all of which is diverted to a recycling facility where it is crushed, melted and reused as office stationery.

Crown Melbourne also continued its positive track record in waste management by extending its certification under Sustainability Victoria’s Waste Wise scheme. The successful organics composting system diverted over 1,100 tonnes of landfill, an increase of over 80 percent on 2009 levels.



Crown's Monthly Levels of Organic Waste Recycling



Crown's Food Waste Lifecycle Management Process

“Burswood places high priority on environmental issues...”

### Burswood

Burswood places high priority on environmental issues, with an Environmental Committee in place to create initiatives and carry them out across the business.

Ongoing staff communications and involvement helped increase staff awareness of Burswood's environmental initiatives. Staff participation in Burswood's inaugural 'B Green' week was significant and a number of communication channels delivered positive environmental lessons.

### Energy Efficiency

As part of Burswood's ongoing energy monitoring program, further energy saving initiatives this year included completion of the chiller replacement program, which has improved energy efficiency by 10 to 15 percent. The continuing upgrade to energy efficient lighting and replacement of pneumatic controls with direct digital controls throughout the Complex has also resulted in direct energy savings. Furthermore, the Holiday Inn Burswood implemented a modulated set point for water heating, again reducing energy consumption across the hotel.

Despite the significant development works during the past year, Burswood maintained, and in some areas reduced, energy use, with figures showing a 3 percent reduction in total energy consumed.

### Water Conservation

A number of water saving initiatives were identified and implemented this year including installation of 3.5 litre hand basin tapware restrictors across the whole complex. The Holiday Inn Burswood also installed water efficient shower heads. New water efficient dishwashers were installed in Yù and staff café kitchens. Pool covers were fitted to the InterContinental Perth Burswood indoor pool and spa as well as the outdoor spa.

An assessment of the quantifiable water saving initiatives undertaken this year at Burswood has shown a reduction in water use of approximately 20 million litres a year.

### Life Cycle Management

Burswood appreciates the need for a whole of life cycle approach to waste management and continues to adopt initiatives that help reduce waste.

Burswood undertook a number of steps this year aimed at reducing waste. Two initiatives were implemented with the assistance of funding grants. The Packaging Stewardship Forum Public Place Recycling is a complex-wide recycling program and the Burswood Strategic Waste Initiatives Scheme involves the trial implementation of a collection service of food waste which is then composted.