

Sustainability Report: Our People

To offer world-class service, we invest in our people – we recruit, develop and retain the best talent within the industry.



Crown College, Crown Melbourne

More than 14,400 people contribute to providing world-class service at Crown's two Australian integrated resorts. In both Victoria and Western Australia, Crown is the largest single-site private sector employer and focuses on recruiting, developing, and retaining quality employees.

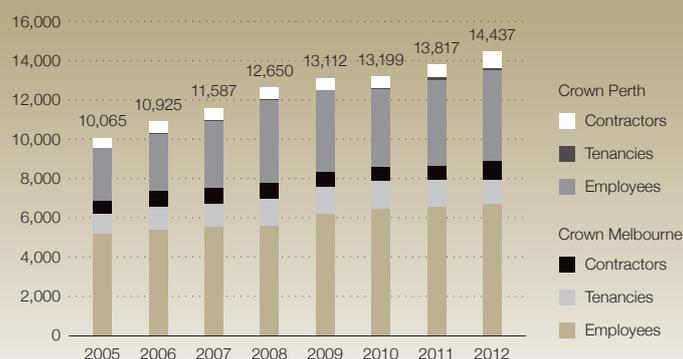
Our Indigenous Employment Programs at both properties continued to work towards accomplishment of the pledge that Crown undertook as a signatory to the Australian Employment Covenant (AEC), which supports the federal government's 'Closing the Gap' strategy. We have again won awards that recognise our commitment and achievements in the employment of Indigenous Australians, including the prestigious Australian Business Awards' Community Contribution Award 2012.

This year we have seen significant developments in Crown Melbourne's Disability Employment Program, which is run in collaboration with WISE Employment. We are very pleased to report that Crown Perth also commenced a Disability Employment Program this year, and is now positioned to grow and provide quality services in this important area.

Crown Melbourne

With more than 8,800 people working on site at Crown Melbourne and total employment expenditure of more than \$460 million, we remain Victoria's largest single-site private sector employer. We continue to invest in training and development, providing employees with a career pathway aligned to qualifications, through Crown College's Learning Pathways. More than 1,200 employees, including supervisors

Employment Headcount FY05 – FY12



and managers, are currently undertaking training within the Australian Qualifications Framework. The Learning Pathways program won B-HERT's 2011 Best Vocational Education and Training Collaboration award.

Over 800,000 hours of training was delivered in financial year 2012, which is a 62% increase on 2011, and there was a 12% increase in the number of employees completing a Certificate III qualification. In total, there were over 50,000 training enrolments, which is an increase of 8.9%.

Crown Melbourne has enjoyed success with a number of human resources awards. We won the 2012 Victorian Training Award in the Apprentice Development category, as well as the Organisational and Staff Development category at the Learning and Technology Impacts Awards, and the Recommended Employer award at the 2012 Australian Business Awards. We also had a trainee who was one of just four finalists in the Victorian Trainee of the Year award. We were a finalist for Best Learning and Development Strategy 2011 and Most Innovative New Media Recruitment Campaign 2011 in the Australian HR awards, the Fairfax People's Choice for Employer of Choice 2011, and in the 2012 Victorian Training Awards – Employer of the Year.

A growing number of employees have been recruited through our Indigenous Employment Program. This year, we hired fifteen Indigenous employees, bringing the total number to sixty-six. Our program is considered a model program by Generation One and the AEC, and was featured in Generation One's Case Studies for Success report. It has also received

a number of awards, including the 2011 Wurreker Best Employer of the Year, the 2011 Fairfax Employment Media Award for Best Diversity Marketing Strategy, and the Individual Laureate Award for Diversity & Inclusion 2011.

We have implemented a number of new initiatives to attract quality employees, including Crown's largest ever employment brand campaign – Be a Part of What Makes Us Shine – which reached an audience of approximately 800,000 people. A dedicated Crown Careers website and mobile phone site were launched this year and we made widespread use of social media platforms including LinkedIn, Twitter, and Facebook.

There was a significant increase in the number of employees recruited through our Disability Employment. The program began in 2009 and has assisted more than forty-five people to gain employment, and has achieved a very pleasing retention rate of 95%. The program was a finalist in the 2011 Diversity@ Work awards in the category of Disability Employment.

Health and Safety at Crown Melbourne remains of critical importance to the leadership team and this year's focus has been on injury prevention and management, aimed at reducing the frequency and severity of workplace injuries through the continued emphasis on early intervention and return to work initiatives.

Crown Perth

With approximately 5,600 people working on site, Crown Perth remains Western Australia's largest single-site private sector employer. Crown Perth continues to implement successful recruitment strategies as well as a solid learning and development strategy that delivers talented and skilled employees.

Crown Perth currently has more than 720 apprentices and trainees completing nationally accredited training, as well as nearly 200 employees participating in the Leadership Development Program. These programs not only ensure that we have employees with the skills and knowledge needed to operate a world-class tourism destination, they also provide employees with a qualification that is recognised throughout Australia and well regarded in many other countries. Programs such as these also demonstrate Crown Perth's commitment to the professional development of our employees.

The Indigenous Employment Program also continues to be successful: we currently have sixty-five Indigenous Australians employed across the business in many different roles. We are immensely proud of our contribution to the achievement of Crown's AEC pledge, and we look forward to continued success as we liaise closely with the local Indigenous communities as well as other community bodies with whom we work in this important area.

Crown Perth has successfully satisfied the employment needs of the business, despite the increasingly competitive labour market in Western Australia. This success has been due to a number of concerted and sustained recruitment campaigns that have emphasised the benefits and advantages of working at Crown Perth. By focusing on the employee value proposition, these campaigns have resulted in a significant increase in the level of interest in careers at Crown Perth, and we are now in a strong position to recruit and develop candidates of an increasingly higher calibre.

Early in 2012, Crown Perth implemented a Disability Employment Program. Amongst several noteworthy achievements was the signing of a Memorandum of Understanding with the National Disability Recruitment Coordinator service (NDRC). The NDRC promotes our job vacancies to Disability Employment Services providers, which has been of considerable benefit to Crown Perth. Having now established the program, Crown Perth is looking forward to further success as it develops.



Crown College, Crown Melbourne



Crown Perth Employee of the Year presentation

Sustainability Report: Responsible Gaming

Crown is a world leader in responsible gaming initiatives. We allocate significant resources to raising awareness of responsible gaming, and to helping customers to successfully manage and enjoy their gaming at Crown. We are immensely proud of our long-standing commitment to responsible gaming, and continue to lead the development and implementation of new initiatives in this area.

Crown Melbourne's Responsible Gaming Support Centre was a world-first initiative when first introduced in 2002. Staffed by specially trained Responsible Gaming Liaison Officers, the Centre offers its counselling and other services twenty-four hours a day, seven days a week, and provides a range of brochures, in English and other languages. Crown Perth also offers a similar range of services, and is available to support customers around the clock at its dedicated facility.

As an industry leader, we take our responsibility in this area very seriously, and this is clearly demonstrated by our establishment of a Board Committee, chaired by Crown Director, Professor John Horvath. The Responsible Gaming Committee meets regularly to review and monitor the effectiveness of Crown's responsible gaming programs, and to promote awareness of responsible gaming issues.

The comprehensive training and education that every employee receives is the cornerstone of our responsible gaming program. All employees begin their responsible gaming training on their first day of employment at Crown in the corporate induction program, and continue to receive training throughout their employment at Crown. The training focuses on compliance with legislative and policy requirements, and ensures that employees can identify observable signs that a customer may be experiencing difficulty, and can then direct the customer to the Responsible Gaming Support Centre or a Responsible Gaming Liaison Officer.

Crown has also implemented the Play Safe Limit Program, a world-first responsible gaming initiative at Crown Melbourne and Crown Perth. This is a voluntary pre-commitment system that we introduced at Crown Melbourne in 2003, and then at

Crown Perth. It allows Crown Signature Club members who play gaming machines and fully automated table games to select their own time and/or spend limit.

Crown's Self-Exclusion Program is a legally binding system that enables a customer to ban themselves from entering or remaining on the gaming floor.

Our Responsible Gambling Code of Conduct, is available in numerous locations on and around the gaming floors at Crown Melbourne and Crown Perth. The Code is specific to each property, and is regularly reviewed by the relevant regulators.

Crown has implemented many effective programs to raise awareness of responsible gaming, and continues to be pro-active in our business-wide approach to responsible gaming.

Crown Melbourne

Crown Melbourne's Responsible Gaming Support Centre marked its 10th anniversary in 2012, providing an opportunity to reflect on the Centre's numerous and significant initiatives and achievements. Staffed by a dedicated Responsible Service of Gaming (RSG) team, comprised of managers, Responsible Gaming Liaison Officers, psychologists, and a chaplain, the Centre provides a range of specialised services for customers. These include the Self-Exclusion Program, the Play Safe Limit Program, the Chaplaincy Support Service, and counselling by experienced psychologists.

The team engages at many levels with government and community, including the Responsible Gambling Advocacy Centre, and Gambler's Help, and is represented on steering committees and working groups in the Victorian Government's Responsible Gaming Ministerial Advisory Council.

The RSG team also trains employees in responsible gaming policies and practices, helps to communicate the importance of responsible gaming to individuals and the community, and makes a considerable contribution to ensuring that Crown Melbourne adheres to regulatory and legislative requirements.



Crown Melbourne's Responsible Gaming Support Centre celebrated its 10th anniversary in 2012

Since its inception, Crown Melbourne has participated in Responsible Gambling Awareness Week, and this year we hosted an event, which was attended by Crown Melbourne CEO Mr Greg Hawkins, players from the National Rugby League's Melbourne Storm, many Crown employees, and representatives from various community organisations, including Gambler's Help. Our Chaplaincy Support Service Chaplain, Father James Grant, spoke about the key themes of the week and Crown's commitment to responsible gaming.

During the year, the Centre received visits from government officials from Singapore, and representatives from Gambler's Help and other community groups who are keen to learn about the work conducted by the Centre.

Crown Melbourne co-sponsored and hosted the 21st International Conference of the National Association for Gambling Studies. During the conference, the Hon. Michael O'Brien MP, Victorian Minister for Gaming, launched the Monash and Melbourne University Problem Gambling and Treatment Centre's *Guideline for Screening, Assessment and Treatment in Problem Gambling*.

Crown Melbourne was also represented at the Auckland University of Technology Think Tank on Gambling Research, Policy and Practice, bringing together gambling researchers, officials and regulators, industry executives, and service providers from around the world.

Other initiatives and activities undertaken this year include the introduction of the responsible gaming message "Have you had a break?" on gaming machines and fully automated table games, the inclusion of information about the Responsible Gaming Support Centre in guest information folders in all three hotels, new Table Games Limit signage, and participation in the Responsible Gambling Advocacy Centre's activities.

Crown Melbourne continues to commit to a whole-of-property approach to RSG that includes multiple points of customer information, a responsible gaming culture, continuous improvement of our employee training programs, and

a dedicated and professional team within the Responsible Gaming Support Centre. Our specialised services, along with our resolute involvement in community and government programs, reflect the strong commitment that Crown Melbourne has to RSG.

Crown Perth

Crown Perth's Responsible Gaming Information Centre now proudly offers support and assistance twenty-four hours a day, seven days a week, giving our team the capability to provide an increased level of support and advice to customers, including referral services, self-exclusions, and third party exclusions.

This year, we have focused on improving employees' understanding of responsible gaming policies and practices, and promoting RSG across the complex. A critical element of this strategy is our active and highly successful participation in the Leadership Program that is delivered to senior gaming managers and supervisors. This program focuses on how to identify behaviours that indicate that a customer may be experiencing problems with their gambling, and how to report to the RSG team. We have received very positive feedback about the program, and we are looking forward to continued success.

Crown Perth has continued to promote Player Activity Statements, encouraging customers who play gaming machines to review their gaming activity over a self-nominated period of time. We encourage all customers to make wise decisions about their gaming and to seek help if they feel that our team will be able to assist them.

As in past years, the RSG team has continued to engage with many stakeholders and agencies in the community. Once again, we actively participated in the Responsible Gambling Awareness Week, helping to raise awareness of the importance of responsible gambling, and of our RSG programs.



Crown Melbourne's Responsible Gaming Support Centre



Launch of Responsible Gambling Awareness Week at Crown Perth

Sustainability Report: Community

Crown has again made many valuable contributions to help local communities, individuals, and charitable organisations.

We are proud to support numerous organisations that provide services and support in many different areas, as well as individuals who are suffering from severe illnesses or traumatic events, such as natural disasters and homelessness.

Through our sponsorship arrangements, use of facilities, and donations of items such as food, equipment and employees' time, Crown continues to demonstrate a genuine desire to support those most in need in our many communities.

This year, Crown donated \$300,000 to the Balibo House Trust, a Victorian Government initiative to preserve Balibo House as a memorial and Community Learning Centre run by the local community. Balibo House facilities include a library, computer classes, sewing machines, carpentry and mechanics workshop, and a crèche for thirty children.

Many of our people also donate their time and expertise to support a range of charities and charitable programs in their capacity as Crown employees.

Crown Melbourne

Crown Melbourne provides assistance, donations, and support to a broad range of worthy community activities and charities, driven by the belief that Crown Melbourne has both the responsibility and the opportunity to assist local communities, charitable organisations, and individuals touched by tragedy. This year, as in past years, Crown Melbourne's contributions included sponsorship arrangements, employee time, use of facilities, and the donation of Crown Melbourne packages.

For more than seven years, Crown Melbourne has sponsored and hosted the My Room Ball. Formed in 1993 by three families whose children had undergone chemotherapy, My Room supports the Oncology Unit at The Royal Children's Hospital in Melbourne.

Crown Melbourne sponsors and hosts Starry Starry Night, which this year raised more than \$700,000 for The Alannah and Madeline Foundation.

Crown Melbourne also supported Challenge's Robert Allenby Gala Dinner, the Diamonds are a Girl's Best Friend Dinner for children living with cancer and other life-threatening blood disorders, the Epworth Medical Foundation Dinner attended by 1,000 guests, and Raelene Boyle's 60th Birthday Dinner, which raised money for the Breast Cancer Network Australia.

Over the past six years, the KOALA Foundation (Kids Oncology And Leukaemia Action Foundation) has received more than \$8 million from its annual fundraising event that Crown Melbourne hosts and sponsors, bringing together some of Australia's most influential people. This year's Million Dollar Lunch raised \$1,212,000. Crown Melbourne again donated food, prizes, raffle items, and use of the Palladium, and managers and employees assisted in the organisation and set up of the event.

Crown partnered with several other national charities to support their annual gala balls and events, including the Kids Under Cover Umbrella Ball, the Ronald McDonald House Charity Ball, and Lillian Frank's Royal Children's Hospital Fashion Luncheon.

Crown Melbourne continues to sponsor and host The Shane Warne Foundation, which holds a number of events to raise money for charities that work with seriously ill and underprivileged Australian children. Crown sponsored and hosted the Foundation's Boxing Day Breakfast, and the Joe Hachem and Shane Warne Charity Poker Tournament.

Crown Melbourne is proud of the many employees who enthusiastically volunteer their time and efforts in a number of ways to benefit the community. Each Christmas Day, our employees support the Open Family Australia Christmas program by packing and distributing more than 250 hampers filled with ingredients donated by Crown Melbourne. This year, employees also personally delivered hampers and other special items, such as toys, to families and individuals



Crown supports Balibo House Trust



Melbourne Food & Wine Week presentation, Crown Melbourne

throughout the broader Melbourne metropolitan area. Hundreds of employees also purchased tickets in the Cadbury Easter Egg Hunt, the proceeds of which contributed to the Royal Children's Hospital Good Friday Appeal.

Crown Melbourne employees also participate in numerous sporting events that raise money for charity, including the Variety Club of Victoria's Santa Fun Run, Around The Bay in a Day 100 km bike ride for The Smith Family, and the MS Melbourne Summer Cycle 46 km ride to assist people with multiple sclerosis.

Crown Perth

Crown Perth is proud of the funding, support, and employee assistance that we provide to many worthwhile charities, organisations, and individuals throughout Western Australia. With more than forty community and corporate partnerships, we are able to make a difference to many people's lives.

Crown Perth's Community Partnership Program includes support of several not-for-profit charity events, including a number of gala balls that are always highly successful. In October 2011, Crown Perth pledged another \$1 million to the state's largest fundraising initiative, Telethon, helping its efforts to support a wide range of child health services across Western Australia, and \$100,000 to Parkerville Child Youth Care to support a new Youth Village to be built at the 18-acre campus at Parkerville.

Crown Perth continued its partnership with Foodbank WA, providing daily donations of soup that Foodbank distributes to more than 600 charitable organisations and schools across Western Australia. Foodbank WA does a magnificent job and we are proud of our long association and the benefits that this partnership brings to so many people.

As part of the Global Illumination Project that supports the National Breast Cancer Foundation, Crown Perth glowed pink for the whole of October 2011. We also hosted the inaugural Pink Poker Tournament attended by numerous local personalities and media. An outstanding success, the Pink Poker Tournament raised over \$25,000 for the Foundation, and we look forward to future events that will support this very worthy cause.

Crown Perth's employees also support many charitable organisations, actively participating in numerous events in our diverse community support program, including Anglicare's Winter Appeal and The Salvation Army's Easter Appeal. Crown Perth's CEO, Barry Felstead, participated once again in the St Vincent De Paul's CEO Sleepout to raise awareness and funding for the homeless across Australia. Barry's individual efforts raised over \$65,000, making him the highest fundraiser in Western Australia for the third consecutive year.

Crown Perth also connects many of our Corporate Partners with Community Partners to raise awareness of those in need, and to help increase the vital contributions to worthy organisations. One example is the popular 'Catch the Cash for Charity' event which raised nearly \$60,000 for Telethon Adventurers and Ronald McDonald House.



Crown Perth employees supporting the Anglicare Winter Appeal



Crown Perth employees supporting The Salvation Army's Easter Appeal

Sustainability Report: Environment

Crown's continued commitment to implement environmental programs and initiatives resulted in many changes across both Australian properties this year.

Our remote monitoring of energy consumption continued to help us review our use of gas, electricity, and water, then take appropriate measures to reduce consumption as much as possible.

Crown proudly participated in the global Earth Hour, by turning off all non-essential lighting, and we also participated in World Environment Day.

Crown Melbourne

Crown Melbourne continued to demonstrate a strong commitment to reducing its environmental impact by pursuing a range of sustainable practices across all operations. Crown Melbourne's long-term goal is to be recognised as the leader in sustainable business practice in the gaming and entertainment industry.

This year, we invested over \$500,000 in a monitoring and reporting system that provides live data of electricity, gas, and water consumption throughout the complex. Daily, weekly, and monthly reports provide relevant time-of-use data to each business unit, allowing them to monitor consumption levels, then implement effective measures to reduce consumption.

Crown's Eco-Shoots was formed to help all employees reduce their environmental footprint through a range of practical and well publicised campaigns. Eco-Shoot's major campaigns for the year included World Oceans Day, battery recycling, Corks for the Zoo, and mobile phone recycling.

Crown Melbourne also introduced a Carbon Offset Program for hotel guests. This program has achieved certification under the Australian Government's National Carbon Offset Standard, which is a first in the hospitality and entertainment industry.

Our recycling programs continue to be effective in recycling a wide range of products, including green waste, polystyrene, e-waste, organics, metal, fluorescent tubes, oil, CDs, DVDs, and corks.

Energy Efficiency

This year, Crown Melbourne continued its focus on energy efficiency by committing \$4.5 million to energy reduction projects. With funding assistance from AusIndustry's Green Building Fund, the project's aim was to reduce greenhouse gas emissions by 3 million kg CO₂, a 22% reduction. To achieve this, more than 9,000 lights were replaced with LED and fluoro technology; optimised controls for heating, cooling, and ventilation were implemented; and housekeeping and maintenance procedures were improved. The project was completed in March 2012 and achieved a 25% reduction in energy use. With some fine-tuning planned, it is anticipated that further reductions will be achieved.

Crown Melbourne also upgraded the controls and lighting systems servicing the Clarke Street Administration and Car Park building. It is anticipated that these works will result in an energy reduction of approximately 15% for the building.

Other improvements at Crown Melbourne included upgrading more than 50,000 lamps to energy-efficient technology, installing more than 1,000 occupancy and daylight harvesting sensors, and installing ninety-one variable speed drives (VSD) on fan equipment across the property which will reduce fan energy consumption by an estimated 25%.

The total energy projects for the year resulted in a CO₂ abatement of more than 14,000 tonnes, which is the equivalent to powering 1,100 homes or removing 3,500 cars from the streets.

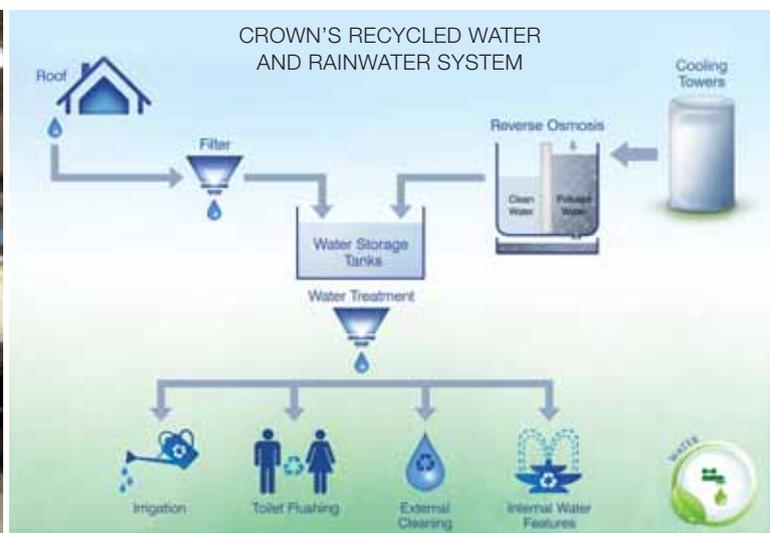
Water Conservation

Crown Melbourne upgraded the majority of the water taps throughout the complex by fitting them with sensors and low-flow fittings.

Continued operation of our on-site water recycling system generated 1.4 million litres of recycled water used for toilet flushing over the year. We also expanded our rainwater harvesting system by upgrading three rainwater collection and re-use systems, resulting in an annual saving of 1.5 million litres of drinking water.



Crown Melbourne's new energy-efficient LED and fluoro technology lights



Crown Melbourne's water recycling system

Life Cycle Management

Life Cycle Management (LCM) is an integrated approach to achieving more sustainable consumption and production patterns, by considering the total life cycle of products and services. LCM involves working with suppliers to ensure appropriate production and distribution methods are deployed, working with employees and customers around consumption of products, and working with our waste management contractors around how our waste is disposed.

With funding assistance from the Australian Packaging Covenant, Crown Melbourne installed 380 recycling bins across the complex, potentially resulting in more than 300 tonnes of waste being diverted from landfill each year.

Another innovation implemented this year was the soft plastic recycling scheme run in partnership with the Red Group. This scheme ensures that all of the plastic wrapping that arrives in our loading dock is collected every day and recycled into outdoor furniture, signage, and other items.

Crown Perth

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

In recognition of our efforts in this area, we were announced as a finalist in the Department of Environment WA Environmental Awards in the Corporate Business Leading by Example category.

Energy Efficiency

As part of Crown Perth's ongoing energy monitoring program, further energy-saving initiatives were undertaken this year, including the under-croft lighting project, the continued rollout of sub-metering and the recently completed chilled water survey on Crown Events & Conferences. The continued installation of voltage reduction transformers resulted in a 24% reduction in kilowatts per hour (kWh) consumption.

Water Conservation

Crown Perth continued its strong focus on water conservation and this year received a five-star rating from the Water Corporation in the One-2-Five™ water management assessment.

A number of water saving initiatives were successfully implemented, including the installation of 2.5-litre tapware restrictors/aerators to hand basins. The main cooling towers were independently audited, and the efficiency rating was assessed as excellent.

Crown Perth received the Silver Award from the Water Corporation for improving water efficiency by 25-35%, and was a finalist in the Western Australian Water Awards in the category "Waterwise Business".

Life Cycle Management

This year, Crown Perth implemented a complex-wide public recycling program and an organic waste recycling program. This will divert an estimated 12 tonnes of waste from landfill each year, reducing CO₂ emissions by 36 tonnes per annum.

An audit of The Dome at Crown Perth resulted in increased recycling rates at that venue, contributing to a reduction in landfill, and raising public awareness of the role that everyone can play in reducing waste.

Crown Perth continues to improve employee awareness by providing environmental information through a number of effective and innovative communication strategies.



Crown participates in the National Carbon Offset Scheme