



Sustainability Report: Our People

As the largest single-site private sector employer in both Victoria and Western Australia, Crown understands the importance of recruiting, developing and retaining quality employees across all areas of the business. Approximately 15,000 people come to work at our Australian resorts in more than 700 different roles. Our total employment expenditure is more than \$750 million.

As the first signatory of the Australian Employment Covenant (AEC), which supports the federal government's 'Closing the Gap' strategy, Crown is committed to providing sustainable employment to Indigenous Australians. Our Indigenous Employment Programs at both resorts continue to develop and implement programs that focus on achieving our AEC pledge to provide 2,000 sustainable careers for Aboriginal and Torres Strait Islander Australians by 2020.

Crown believes it can best support reconciliation and work towards 'Closing the Gap' by creating sustainable jobs for Indigenous Australians and supporting Indigenous businesses.

Crown recently announced a partnership with Reconciliation Australia and, in accordance with their guidelines, launched Crown's first Reconciliation Action Plan (RAP). Building on the successful Indigenous employment and mentoring programs currently in place, the RAP will enable these programs to be more focussed on individual support and cultural awareness.

The RAP provides employees and others with an understanding of how we will work towards achieving our

AEC pledge through our Indigenous Employment Programs, career pathways, professional development and contracting.

At the launch of Crown's RAP at Crown Melbourne, Dr Denis Napthine, the Premier of Victoria, said:

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

In recognition of Crown's Indigenous program, we were the recipient of the Australian Business Award's 2012 Community Contribution award.

As in past years, Health and Safety Management training was delivered to key personnel, emphasising our commitment to safety management and awareness programs. These initiatives ensure ongoing legislative compliance, as well as the health and safety of our employees, contractors and visitors.

Both Crown Melbourne and Crown Perth remain committed to increasing and promoting the diversity of their workforce. Each property also has a Disability Employment Program which successfully places people with disabilities into a broad range of careers and provides appropriate training and support. The number of people employed under these programs is steadily increasing at

both resorts, and we are planning further developments to ensure these programs continue to grow.

Crown Melbourne: Our People

Crown Melbourne is Victoria's largest single-site private sector employer, with approximately 8,800 people working on site.

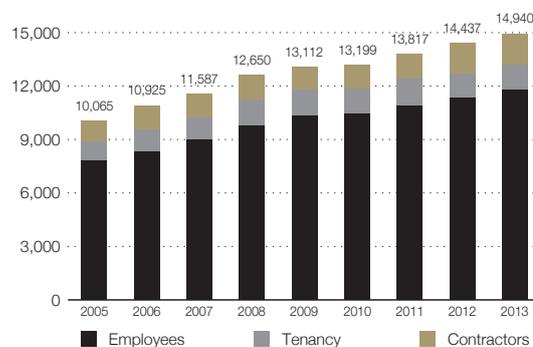
Over 250,000 hours of training were undertaken by Crown Melbourne employees in financial year 2013, and over 580 employees commenced accredited qualifications. Over 4,600 apprentices and trainees have graduated from Crown College since its inception.

This year we have again received several awards that acknowledge Crown's commitment to our employees. These awards include the 2013 Victorian Employer of the Year, awarded at the Victorian Government's Training Awards, the 2012 Victorian Training Award in the Apprentice Development category, the Organisational and Staff Development award at the Learning and Technology Impacts Awards, and the Recommended Employer award at the 2012 Australian Business Awards. We were also a finalist in the Victorian Tourism's Tourism Education and Training award.

Our Learning Pathways program aligns careers with qualifications within the Australian Qualifications Framework. We currently have more than 1,200 employees, including supervisors and managers, completing one of the qualifications we offer.



EMPLOYMENT HEADCOUNT AT CROWN RESORTS



Crown Melbourne has a strong Indigenous Employment Program that focusses on working towards achievement of Crown's AEC pledge.

Crown Melbourne provides support to our Indigenous employees outside of the workplace, assisting them in areas such as counselling, housing, relocation and any other issues that arise directly or indirectly as a result of their employment.

This year, we have again won awards that recognise our commitment and achievements in the employment of Indigenous Australians, including the prestigious Australian Business Awards' 2012 Community Contribution Award.

Crown Melbourne is proud of the success of its Disability Program, evidenced by a retention rate that is almost twice that of the national average. Crown Melbourne's partnership with WISE has greatly enhanced and supported our commitment to disability employment. Crown Melbourne aims to increase the already strong contribution to the program from each business unit, by increasing knowledge, awareness and confidence in the area of disability employment.

This year, we introduced a new program, also in partnership with WISE, called Jobs in Jeopardy. This program identifies employees who have encountered an obstacle to ongoing employment, such as a disability or learning difficulty, or changed medical or personal circumstances. The aim of the program is to identify strategies, opportunities, and practical action

that can help them resume their duties and potentially progress their career.

Crown Melbourne has made significant improvements in key Health and Safety performance measures this year. In particular, we have strengthened our partnerships with a number of service providers who support our Injury Management philosophy, and established a Health and Safety Executive Steering Committee that oversees the mitigation of health and safety risks, and promotes best practice injury management.

In May 2013, Crown Melbourne conducted a business-wide Employee Survey to collect and analyse employees' views on all aspects of the business. The results of the survey have been collated and disseminated to management, and will be used to identify and address areas that will enhance Crown's position as an employer of choice.

Crown Perth: Our People

With approximately 6,100 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's recruitment requirements have continued to grow in line with the expansion of the resort. With the demand for labour in Western Australia continuing to be highly competitive, Recruitment developed several targeted strategies to maintain

the strength of our employer brand and attract new employees who would meet business requirements. These strategies, along with the corporate advertising and rebranding of the resort, and continued enhancement of our profile in international markets, resulted in an unprecedented number of employment enquiries and applications.

In 2013, approximately 154,000 hours of accredited and non-accredited training was delivered to Crown Perth employees, and we currently have 50 apprentices and over 750 trainees completing nationally accredited training. As further demonstration of Crown Perth's commitment to the professional development of our employees, we successfully applied to have our scope of registration expanded to include the Certificate IV in Hospitality (Supervision), which we began delivering this year.

Crown Perth's Indigenous Employment Program continues to be successful and we are immensely proud of our contribution to Crown's AEC pledge. More than 200 Indigenous Australians have entered employment at Crown Perth since the program began in 2009.

Crown Perth's Disability Employment Program, established early in 2012, has this year been renamed to CROWNability. The program has been very successful, as we have greatly exceeded our targeted number of employees and achieved a very pleasing retention rate. Amongst the program's several noteworthy achievements was the announcement that we were a finalist in the 2013 Australian Human Resources Institute's Diversity Awards.



Sustainability Report: Responsible Gaming

As a world leader in responsible gaming initiatives, we are proud of our long-standing commitment to responsible gaming. We continue to allocate significant resources to raising awareness of responsible gaming and to helping customers enjoy their gaming at Crown. This year, we have again developed and implemented a range of initiatives in this area.

Crown Melbourne and Crown Perth both have dedicated facilities that provide information, referral and other services 24 hours a day, seven days a week. Crown Melbourne's Responsible Gaming Support Centre was the first of its kind in the world when it opened in 2002. Both Centres are staffed by specially trained employees, and provide brochures in English and other languages.

Our ongoing commitment to responsible gaming is further demonstrated by the work of the Crown Limited Responsible Gaming Board Committee which is chaired by Crown Director, Professor John Horvath. The Committee meets regularly to review and monitor the effectiveness of Crown's responsible gaming programs.

Crown employees complete training in responsible gaming that begins with their induction and continues throughout their employment at Crown. This education focusses on legislative compliance and Crown policies, observable signs that may indicate a customer may be experiencing difficulty, and how to direct the customer to appropriate support

services provided by Crown. As such, this comprehensive training underpins Crown's commitment to its responsible gaming programs.

Crown's voluntary pre-commitment system, called the Play Safe Limit Program, operates at both resorts. Introduced at Crown Melbourne in 2003 and Crown Perth in 2010, it enables Crown's loyalty 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, which is legally binding, allows customers to ban themselves from the gaming floors and is available at both resorts.

Crown Melbourne and Crown Perth both have a Responsible Gambling Code of Conduct, specific to each resort. Copies are available on and around the gaming floors at Crown Melbourne and Crown Perth, and in numerous languages on our websites. The Codes are regularly reviewed and updated by Crown, and regularly reviewed by the relevant regulators.

Crown continues to adopt a pro-active and business-wide approach to responsible gaming, and remains actively involved with many community and government bodies. We are proud of our broad range of customer and employee programs and the availability and dissemination of information that promotes awareness of responsible gaming.

Crown Melbourne: Responsible Gaming

Crown Melbourne's Responsible Gaming Support Centre is staffed by a dedicated Responsible Gaming team comprised of managers, Responsible Gaming Liaison Officers, psychologists and a chaplain. The Centre provides a range of specialised services for customers that include the Self-Exclusion Program, the Play Safe Limit Program, the Chaplaincy Support Service and individual counselling, as well as information and referral to government-funded support services.

The team works with several government and community bodies, including the Victorian Responsible Gambling Foundation and Gambler's Help, and has a representative on the steering committee of the Responsible Gambling Awareness Week. The Responsible Gaming team also trains employees in responsible gaming policies and practices, which helps to communicate the importance of responsible gaming to individuals and the community.

Crown Melbourne has participated in each Responsible Gambling Awareness Week since its inception. This year, we hosted an event attended by players from the National Rugby League's Melbourne Storm, players from Super Rugby's Melbourne Rebels, numerous Crown employees and representatives from various community organisations, including Gambler's Help. The General Manager Responsible Gaming spoke

Left to right: Launch of Responsible Gambling Awareness Week, Crown Melbourne; Crown Perth Responsible Gaming Team; Players from the Melbourne Rebels and Melbourne Storm support Crown Melbourne's Responsible Gambling Awareness Week; Attendees at the launch of Crown Melbourne's Responsible Gambling Awareness Week.



about Crown's commitment to responsible gaming and our 'Have you had a break?' campaign, which encourages customers to gamble responsibly and take regular breaks.

The Centre again received a range of local, national and international visitors who work in responsible gambling, representatives from Gambler's Help and other community groups who were keen to learn about the work conducted by the Centre.

As part of our whole-of-property approach to responsible service of gaming, we continued to increase the number of locations where we place customer information. For example, we have introduced a responsible gaming television channel in all Crown hotels, updated the responsible gaming information in restrooms and translated it into three other languages, and included responsible gaming information on the new Wayfinding Kiosks. The whole-of-property approach also ensures that our employees are aware of responsible gaming programs and compliance, and this year we updated our employee training programs and conducted the employee awareness campaign called 'Know your RG'.

Further consolidating our reputation as a leader in responsible gaming, Crown Melbourne was this year invited to deliver a component of the University of Melbourne Law School's inaugural and world-first unit of study called 'Gambling, Policy and the Law', as part of the university's Masters in Law course.

This year we reviewed and updated several forms of responsible gaming information, with a focus on 'Observable Signs'. In particular, we updated our Responsible Gambling Code of Conduct, our on-line Responsible Service of Gaming Training for employees and the responsible gaming component of our Corporate Induction.

Crown Perth: Responsible Gaming

Crown Perth's Responsible Gambling Information Centre continues to offer support and assistance twenty-four hours a day, seven days a week, providing information to customers about responsible gambling, referral services, self-exclusions and third party exclusions.

This year, we have focussed on promoting the twenty-four hour presence across the complex, both to customers and employees, in order to increase the level of awareness of our Responsible Service of Gaming programs. We have received positive feedback about the programs: in particular, employees indicate that they are more aware of the signs of concerning gambling behaviour in customers and the process of referring customers to the Responsible Gambling Information Centre.

Crown Perth has continued to promote Player Activity Statements and Play Safe Limit Program, encouraging customers who play gaming machines to stay informed about their gambling so that they can enjoy their gambling at Crown. To complement this, we ran a number of awareness campaigns on the main gaming floor to promote the use of Player Activity Statements.

As in past years, the Responsible Gambling team has continued to engage with providers of a range of support services in the community, in order to increase awareness of the responsible gambling programs and to encourage referral to the Responsible Gambling team when appropriate.

Crown Perth's continued engagement with Gambling Help WA has been very successful, and this year the team attended information sessions with Gambling Help WA's Financial Counsellor to better understand services available to customers. As in previous years, we also participated in the Responsible Gambling Awareness Week, helping to raise awareness of our programs and of the importance of responsible gambling. During this week, the Responsible Gambling team ran a free coffee service each day for customers on the main gaming floor and received positive feedback from customers and employees. Further, a staff campaign was run back of house to raise awareness of responsible service of gaming.



Sustainability Report: Community

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

Crown is proud of the community partnerships it maintains with leading charities and community services operators. This year, a number of new partnerships were developed with several such organisations, including National Centre of Indigenous Excellence (NCIE), Reconciliation Australia, Mission Australia and the New South Wales branch of United Voice.

As a corporate partner of the NCIE, Crown is helping the successful not-for-profit organisation to undertake important functions at a local and national level. Through this partnership, Crown contributes financially to the NCIE and has signed an exclusive Memorandum of Understanding to provide a training facility for Indigenous employees at the proposed Crown Sydney Hotel Resort.

Crown's partnership with Reconciliation Australia facilitated the creation of Crown's first Reconciliation Action Plan, launched in March 2013. The plan will build on the already successful Indigenous employment and mentoring programs in Perth

and Melbourne, enabling them to remain focussed on individual support and cultural awareness.

As part of the project to develop the Crown Sydney Hotel Resort, Mission Australia has agreed to become a project partner with Crown. The Memorandum of Understanding signed by Crown and Mission Australia outlines their joint commitment to work together to continue to provide responsible gaming support services at Crown's existing resorts and establish similar services at the proposed Crown Sydney Hotel Resort.

Crown also sponsors several sporting organisations and teams, using these partnerships to align sporting clubs with Crown-supported community initiatives that help raise the profile of these causes. For example, in May this year, players from Melbourne Storm and Melbourne Rebels participated in Crown Melbourne's launch of the *2013 Responsible Gambling Awareness Week*.

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

As well, on Stakes Day 2012, Crown donated the use of their front row Birdcage marquee to the Starlight

Children's Foundation and Ronald McDonald House Charities to treat their families to a special day out at Melbourne's Spring Racing Carnival. As well as meeting some of their favourite celebrities, the children were treated to many fun activities, including face painting, magicians, clowns and delicious culinary delights.

Crown Melbourne: Community

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

For more than eight years, Crown Melbourne has sponsored and hosted the *My Room Ball* which raises funds for the Oncology Unit at The Royal Children's Hospital in Melbourne.

This year's *Starry Starry Night* raised more than \$650,000 for The Alannah and Madeline Foundation.

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

As part of our contribution to The Shane Warne Foundation, Crown

Left to right: Crown Resorts employee; Crown Resorts Reconciliation Action Plan artwork; Crown Perth employees support the Salvation Army's fourth annual Easter Appeal; Crown Perth donate \$1 million to Western Australia's *Teleton*.



Melbourne again sponsored and hosted the *Shane Warne Foundation Boxing Day Breakfast*, the *Joe Hachem and Shane Warne Charity Poker Tournament*, and the *Shane Warne Foundation Anzac Day Brunch*. The Foundation raises money for charities that work with seriously ill and underprivileged Australian children.

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

Many of our employees enthusiastically volunteer their time and effort in a number of ways to benefit the community. For example, hundreds of employees purchased tickets in the *Cadbury Easter Egg Hunt*, the proceeds of which went to the Royal Children's Hospital Good Friday Appeal. Crown Melbourne also raised funds for the Cancer Council by participating in *Australia's Biggest Morning Tea* held in May each year. Many people contributed and baked food, decorated work areas, and encouraged employees to attend and donate a gold coin.

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

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

Crown Perth: Community

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

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

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

Through our long association with Foodbank WA, Crown Perth continues to provide daily donations of soup and has, to date, donated in excess of

117,000 meal portions that have been distributed to more than 600 charitable organisations and schools across Western Australia. Crown Perth is extremely proud of this partnership and the benefits it brings to so many people in the Perth community.

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

At the heart of Crown Perth's community program are our employees, many of whom actively participate in many charitable events, and donate to organisations and events such as the *Anglicare WA Winter Appeal*, *Ronald McDonald House Charities' Make a Meal Program*, and *The Salvation Army's Easter Appeal*.

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

“Despite increasing the floor area of both resorts, Crown achieved a reduction in greenhouse gas emissions of 2.9% across both resorts compared to the pcp.”



Sustainability Report: Environment

This year saw a further increase in environmental action across Crown's two resorts, as we continue to work towards being the leader in sustainable business practice in the gaming and entertainment industry. Focussing on three major areas – energy efficiency, water conservation, and waste reduction – we have implemented several programs to reduce our environmental impact. This year we have achieved a combined reduction in greenhouse gas emission of 2.9% across both resorts compared to the pcp, despite increasing the floor area of both resorts.

In particular, our continued live monitoring of energy consumption enables us to review the use of gas, electricity and water, and then take appropriate measures to reduce consumption.

Crown Melbourne and Crown Perth work closely to develop and implement strategies for both resorts that will reduce our impact on the environment, and contribute to developing a more sustainable business. Our Environmental Committee has representatives from each major business unit at both resorts, focussing on numerous energy, water and waste management initiatives. The committee also provides advice to the Executive teams at both resorts on policy development.

Crown proudly participated in a number of externally organised programs, including the global Earth Hour when we turned off all non-essential lighting, World Environment Day, and the Carbon Disclosure Project (for the fourth year running).

Crown Melbourne: Environment

Crown Melbourne has this year reduced its greenhouse gas emission by 6.5% compared to the pcp.

Over the last four years, Crown Melbourne has invested in a resource monitoring and reporting system that provides live data for measuring electricity, gas and water consumption throughout the resort. The system provides each business unit with daily, weekly and monthly reports that show time-of-use data, so that they can identify how to reduce their consumption and then monitor the effectiveness of programs.

Over the same period, more than \$10 million was spent on resource savings projects, such as the energy reduction, water conservation and waste minimisation projects outlined below.

Crown Melbourne's Eco-Shoots team (comprised of volunteer employees) was formed in 2011 and continues to conduct monthly environmental awareness events that encourage employees to reduce, re-use and recycle. This year's major campaigns included Mobile Muster, Battery Recycling, and Corks for the Elephants.

In partnership with Climate Friendly, Crown Melbourne introduced a Carbon Offset program for guests in our hotels. This program subsequently achieved certification under the Australian Government's National Carbon Offset Standard – a first in the hospitality and tourism industry.

Crown Melbourne has retained membership of a number of organisations in order to demonstrate our commitment to sustainability. These include the Australian Packaging Covenant, Waste Wise, and the City of Melbourne's 1200 Buildings Program that aims to reduce the city's environmental impact by retrofitting existing buildings.

Energy Efficiency

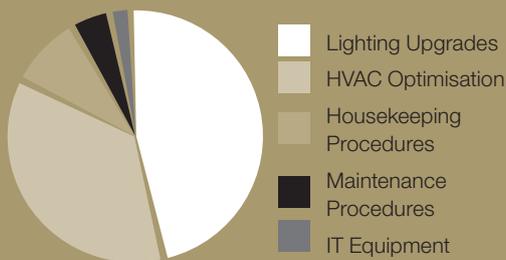
In March 2012, Crown Melbourne completed its largest energy efficiency project to date with the upgrade of the Crown Promenade Hotel. With funding assistance from AusIndustry through the Green Building Fund, the project aimed to reduce greenhouse gas emissions by 3 million kg CO₂, which amounts to a 22% reduction. To achieve this, we replaced more than 9,000 lights with LED and fluoro technology, optimised heating, cooling and ventilation control, and improved housekeeping and maintenance procedures. We have exceeded our target, as the project has so far achieved a 25% reduction in greenhouse gas emissions.

Crown Melbourne also upgraded the controls and lighting systems serving the Clarke Street administration and car park building, resulting in an energy reduction of 16.8%.

Over the last two years, Engineering and Maintenance have focussed on improving the energy efficiency of the central plant. Changes made include installing variable speed drives for cooling towers, upgrading absorption chillers, replacing gas trains on central boilers, replacing heat exchangers, optimising control strategies for electric

Crown Promenade Melbourne's Journey to Energy Efficiency:

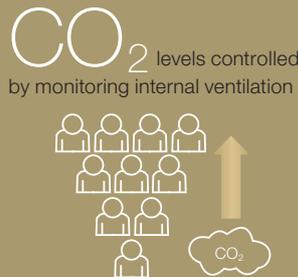
CO₂ Savings by Category:



Lighting Projects:



HVAC Projects:



chillers and gas boilers, and introducing real-time monitoring of the performance of equipment. Along with upgrades to the lighting and HVAC systems, these improvements have resulted in a reduction in electricity consumption in the main complex of 13%.

Throughout the rest of the resort, we have upgraded more than 80,000 lamps to energy efficient technology, installed more than 1,100 occupancy and daylight harvesting sensors, and upgraded 40% of the resort's automation control system.

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

Water Conservation

Since 2010, Crown Melbourne has invested in a number of water saving projects, resulting in cost efficiencies across the resort.

This year, we have continued operating our water-recycling system, generating 1.4 million litres of recycled water used for toilet flushing, and also expanded our rainwater harvesting system by adding a 125,000-litre rainwater collection and re-use system. These systems have the potential to save 5.5 million litres of drinking water every year. We have also upgraded more than 500 shower heads, 300 taps and 140 toilets.

Life Cycle Management

Life Cycle Management enables us to manage the total life cycle of products and services. By working with suppliers, employees, customers and waste management contractors, we manage

how products are made and distributed, how our products are consumed, and how our products are disposed, enabling us to create more sustainable production and consumption patterns.

We continued to expand our recycling systems including soft plastic, green waste, polystyrene, e-waste, organics, metal, fluorescent tubes, oil, CDs, DVDs, and corks.

The biggest addition to our repertoire of recycling programs is the recycling of gaming cards that began in October 2012. All gaming cards are shredded on-site and then taken off-site for recycling where they are converted into paper towels and toilet tissue. It is estimated that this will divert from landfill approximately 240 tonnes of waste per year.

Crown Perth: Environment

Over the last four years, Crown Perth has invested in a comprehensive resource monitoring and reporting system which provides live data for measuring electricity, gas and water consumption throughout the resort. This year, we strengthened our monitoring and measuring of energy and water use by continuing to install water and energy sub-metering across the resort. By accurately monitoring resource consumption, we are able to identify areas for improvement.

Energy Efficiency

Crown Perth continues to implement resource-saving projects that will produce cost efficiencies and savings.

Energy-saving initiatives that were undertaken this year include: the rollout of sub-metering; the installation

of more efficient heating, ventilation, and air conditioning equipment (an HVAC chiller) in the Convention Centre; optimisation of the casino's chilled water system; and upgrading of the lighting in the undercover car park (halving the energy consumption of the lighting to this area).

As part of our ongoing resort-wide lighting project, we have upgraded the lighting in the VIP Gaming area, replacing the coffer lamps with LED-style lamps. This initiative alone has resulted in a 40% reduction in lighting energy use in this area.

Water Conservation

Crown Perth continues its strong focus on water conservation, successfully implementing a number of water saving initiatives, including the ongoing installation of 2.5-litre tapware restrictors/aerators to hand basins, the installation of a water-flow meter for the main water supply to allow us to actively monitor water use, and the fitting of resource-saving shower heads and tapware in Crown Promenade Perth and Crown Metropolis Perth hotels.

Life Cycle Management

Crown Perth has implemented a resort-wide recycling program, including an organic waste recycling program, allowing us to annually divert from landfill 60% of our waste (approximately 4,000 tonnes), reducing CO₂ emissions by approximately 2,000 tonnes each year.

Crown Perth continues to improve employee awareness of environmental issues by providing employees with relevant information in innovative and effective ways.