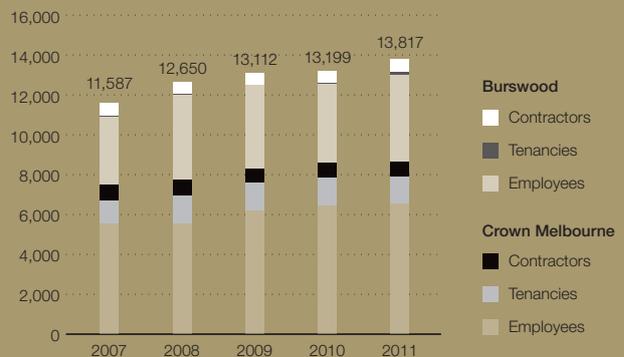


# Sustainability Report – Our People



Employment Headcount FY07 – FY11



CROWN PLACES SIGNIFICANT EMPHASIS ON ITS CONTINUING COMMITMENT TO ITS EMPLOYEES, THE LOCAL COMMUNITY AND ITS LEADERSHIP ROLE AS A SUSTAINABLE BUSINESS PRACTICE.

As the largest single-site private sector employer in both Victoria and Western Australia, Crown Limited’s focus on the training, development and retention of its people is of premium importance with Crown’s almost 11,000 employees completing more than 370,000 hours of job training annually.

As a key signatory to the Australian Employment Covenant, which focuses on creating demand for Aboriginal employment, Crown Limited’s commitment to sustainable aboriginal employment continued to develop this year. Guided by dedicated employment coordinators, overall indigenous employee numbers have more than doubled over the past 12 months. Across Crown Melbourne and Burswood, 145 aboriginal employees have been engaged to work in a variety of roles, from food and beverage to security. Retention rates remain strong at more than 50 percent.

Crown’s Indigenous Employment Program is seen as a best practice model by the Australian Employment Covenant and GenerationOne, whose aims are to end disparity between indigenous and non-indigenous Australians.

In addition to this acknowledgement, Crown Limited’s achievements in this area were also recognised this year with a national Diversity@Work 2010 Award for Employment and Inclusion of Indigenous Australians.

Recipient of the Victorian Government 2010 Employer of the Year Award



Recipient of the Australian Government 2010 Employer of the Year Award



Recipient of the Diversity@Work 2010 Award





## CROWN MELBOURNE

In 2010, Crown Melbourne was recognised for its commitment to innovation in training, winning Employer of the Year 2010 at the Victorian Training Awards, before going on to win Australian Employer of the Year 2010 at the Australian Training Awards.

Underpinning this success was Crown's Learning Pathways. This initiative is a major focus that has helped shift Crown Melbourne's employment proposition from training to learning and from jobs to careers.

Crown's Learning Pathways include courses delivered from six training packages and 16 different qualification streams. More than 1,000 employees, representing more than 15 percent of the workforce, are obtaining an accredited qualification within the Australian Quality Training Framework (AQTF). In 2010, Crown Melbourne launched its third level program within its Learning Pathway Framework which is aligned to a Diploma of Management.

As part of the disability employment program, Crown Melbourne, in partnership with WISE employment, placed 12 employees in various roles and traineeships across the business.

Crown Melbourne continues its focus on the health and safety of its employees and visitors. During the year, WorkSafe Victoria conducted an extensive review of Crown's Health, Safety and Workers' Compensation management systems, which resulted in the extension of Crown's self insurance status for a further four-year period.

In addition, Crown Melbourne received endorsement from WorkSafe Victoria for its new three-year Health and Safety Compliance Program. This Program reviews Crown's compliance with legislative, regulatory, self insurance and corporate governance requirements. This includes the scheduling, undertaking and reporting of audits, and the identification and implementation of corrective actions.

## BURSWOOD

Burswood remains the largest single-site private employer in Western Australia with more than 4,300 employees. This year saw approximately 1,900 people recruited in a very competitive labour market. Burswood's strong employer brand continues to attract the skilled and talented staff required to support the business.

Burswood has continued to expand its training activities. The focus was on developing and improving the customer service capability of all employees and improving the management and leadership capability of frontline and senior managers.

Burswood currently employs and trains 388 apprentices and trainees both under its own Registered Training Organisation and also in partnership with local TAFEs. The Leadership Development Program built on the success of its inaugural year with more than 40 staff graduating from the program and another 37 managers and supervisors currently participating. This program identifies developing leaders within the business and assists them in reaching their full potential over a 12-month training program.

During the financial year, Burswood was successful in the Australian Hotels Association Branch Awards for Excellence in the category of Outstanding Achievement in Training and now qualifies for the National awards to be held later this year.

*From left:*

*Crown Melbourne employees*

*Burswood Employee of the Year Awards*

# Sustainability Report – Responsible Gaming



Initiatives that support responsible gaming continue to be of paramount importance to Crown. The establishment by the Crown Board of a Board Committee at the beginning of this financial year to oversee responsible gaming is testament to the commitment to responsible gaming practices.

Chaired by Crown Director, Professor John Horvath, the Responsible Gaming Committee meets regularly to review and monitor Crown's responsible gaming programs, recommending policies and procedures to enhance the effectiveness of those programs and promote awareness of responsible gaming issues.

Across Crown Melbourne and Burswood, Crown's continued commitment to responsible gaming practices is evident, with increased exposure and promotion of avenues for assistance to patrons who may be experiencing difficulty with their gaming behaviours.

Staff training and education at all levels is the cornerstone of Crown's responsible gaming program. At both Crown Melbourne and Burswood, staff undergo training that begins during induction and continues throughout their career at Crown. All staff know the steps to take to ensure individuals are directed to the Responsible Gaming Support Centre, or to alert Responsible Gaming Liaison Officers. Staff are trained in identifying the observable signs that indicate a customer may be experiencing difficulty with their gaming behaviour, and are instructed to make their manager aware of the situation.

## CROWN MELBOURNE

An in-house facility that operates 24-hours a day, seven days a week, Crown Melbourne's Responsible Gaming Support Centre is a world-first responsible gaming initiative.

In operation since 2002, the Centre is the hub for all of Crown Melbourne's Responsible Gaming Services including housing Crown's Responsible Gaming Liaison Officers who provide services around the many responsible gaming initiatives and programs, including the Self-Exclusion Program. Access to on-site Responsible Gaming Psychologists and the availability of the Chaplaincy Support Service are other key initiatives offered.

Leading the way in proactive responsible gaming services, Crown Melbourne has pioneered a number of initiatives including the Play Safe Limits program, a voluntary pre-commitment system that Crown Melbourne first implemented in 2003. The program allows gaming machine and fully automated table games customers to use their Crown Signature Club Cards to set daily individual spend and time limits, or a combination thereof.

Information on Crown Melbourne's responsible gaming programs is widely available to customers throughout the complex, on the gaming floor and via the Responsible Gaming Support Centre, and this year saw the addition of information being available via the Crown Signature Club's Voucher Issuance Kiosks, on gaming floor posters, as well as on plasma screens located at the end of each bank of gaming machines.

*From left:*

*Crown Melbourne participates in Responsible Gambling Awareness Week*

*Some of the Responsible Gaming staff from Crown Melbourne*



Visibility of contact numbers for Crown Melbourne's Responsible Gaming Support Centre and Gambler's Help is also prominent, appearing on gaming machines, table games, near ATMs, brochures, Crown Signature Club information desks and in newsletters.

Crown Melbourne's Responsible Gambling Code of Conduct, which is printed in a number of languages, is also widely available to customers and other stakeholders.

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 its working groups and committees.

This financial year, Crown Melbourne has also been involved with the Monash and Melbourne Universities Problem Gambling Research and Treatment Centre Advisory Panel, as well as the planning for the National Association of Gambling Studies 2011 Conference.

Crown Melbourne has participated in Responsible Gambling Awareness Week (RGAW), a state wide government, community and industry initiative, since its inception. This year, Crown Melbourne hosted an event, where Sue Stanley, an ambassador for RGAW and Crown Melbourne's Chaplain, Father James Grant, spoke about the key themes for the week. 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

Stakeholder engagement has been a main focus for the Responsible Gaming team at Burswood and relationships have been expanded to include a wide range of community service organisations and industry partners. This in turn has raised awareness of responsible gaming and the services provided by Burswood to assist patrons who develop a problem with their gambling.

Burswood's Responsible Gambling Information Centre's services are actively promoted to customers throughout the complex, with information readily available on Burswood's responsible gaming programs including its Self Exclusion policy. Furthermore, Burswood continues to work closely and cooperatively with a number of agencies and organisations that offer counselling services at a customer's request. These services are available 24 hours a day.

In July 2010, Burswood introduced a voluntary pre-commitment scheme in conjunction with the issuing of player activity statements. 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.

Burswood's support for the Responsible Gambling Awareness Week, which is a collaborative partnership between the Gaming and Wagering Commission of Western Australia, TAB, Burswood, Lotterywest and Centrecare, is ongoing. Held in May this year, the 2011 Responsible Gambling Awareness Week official opening was launched by the Minister for Racing and Gaming, the Honourable Terry Waldron MLA. The key theme to this year's Awareness Week was 'Gamble Aware – when does the fun stop for you?' emphasising the need for balance and control.

Staff engagement has also been a key focus for the period with updates in online training programs along with the introduction of the Responsible Service of Gaming Staff Champions Program.

*Burswood participates in Responsible Gambling Awareness Week*

# Sustainability Report – Community



Crown assists in the growth and development of the local communities where Crown's people live and work.

Crown focuses on a variety of charitable causes, from individuals who suffer illness to established care agencies. Contributions this year were made in various forms, including sponsorship arrangements and 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

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

In January 2011, Crown Melbourne donated \$500,000 to boost the 2011 Red Cross Victorian Floods Appeal, which continues to help many thousands of Victorians who are still suffering after the devastating floods in January and February.

Crown Melbourne also raised more than \$72,000 for the Salvation Army Queensland Disaster Relief Appeal, including more than \$36,000 raised by patrons via collection tins, that was matched dollar-for-dollar by Crown.

For more than six 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 also sponsors and hosts Starry Starry Night, which this year raised more than \$600,000 for The Alannah and Madeline Foundation.

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 more than \$8.7 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 is proud that staff volunteer their time and efforts each Christmas Day to help pack and distribute more than 250 hampers filled with ingredients donated by Crown Melbourne as part of the Open Family Australia Christmas program.

Crown partnered with a number of national charities in support of their annual gala balls and events including My Room Ball, Starry Starry Night, Ronald McDonald House Charity Ball, Diamonds Dinner, Lillian Frank's Royal Children's Hospital Fashion Luncheon and the high profile gala that is The Million Dollar Lunch at Crown.

Crown Melbourne is also 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.

*From left:*

*Victorian Flood Appeal 2011*

*Crown Melbourne*

*Million Dollar Lunch 2011*



## BURSWOOD

Working with more than 20 local charity groups, Burswood is able to help meet a range of needs across Western Australia.

Burswood was involved as a major supporter of Channel Seven's Telethon weekend in Perth this financial year, pledging a donation of \$1 million to support child health causes in Western Australia.

In February 2011, a gala fundraising dinner that marked the opening of Neil Perry's Rockpool Bar & Grill raised \$420,000 for the Starlight Children's Foundation.

Burswood's Chief Executive Officer, Barry Felstead, joined 106 other Western Australian CEOs to once again sleep under the stars in Vinnies CEO Sleepout in support of homeless services, raising \$47,091 for the cause.

Burswood's support also includes a number of local welfare-based agencies such as Foodbank Western Australia. On a daily basis chefs prepare soup for inclusion in food relief parcels for more than 600 charitable agencies and hundreds of schools. Since 1999, 100,000 litres of fresh soup, the equivalent to more than 455,000 meals, have been donated.

In January 2011, Burswood responded to the devastation of the floods in Queensland and Western Australia with a complex-wide initiative raising funds for The Salvation Army Flood Relief Appeal. A Flood Relief Concert at Burswood Theatre raised additional funds for the Queensland Premier's Distress Relief Fund and the Lord Mayor's Distress Relief Fund (WA).

With more than 4,300 employees, Burswood's staff play an important role in the community support program. Staff engagement activities during the period included The Salvation Army Easter Appeal, the annual Anglicare WA Winter Appeal and St Vincent de Paul Christmas Appeal. The Workplace Giving Program was relaunched supporting Anglicare WA, Ronald McDonald House Charities or United Way. Furthermore, a team of employees, family and friends participated in the annual Juvenile Diabetes Research Foundation Walk to Cure for the 10th year.

Burswood has a long-term partnership with Ronald McDonald House in Perth, which celebrated its 20th anniversary this year. Staff teams participated in the 'Make A Meal' program donating time to prepare dinner for families. Burswood was also a proud sponsor of the 10th annual 'Burswood Nick O'Hern Charity Golf Day,' another fundraiser for Ronald McDonald House.

An important long-term partnership exists with WA Police and Burswood works with them to promote safety in the community. Sponsorship is provided for the annual WA Police Officer of the Year Awards and for the Wall-to-Wall Charity Ride.

Once again, Burswood partnered with a number of charities in support of their annual gala balls including Ronald McDonald Charity Ball, Boobalicious Ball, StyleAid, Amanda Young Foundation Ball and Youth Focus 'Night of Nights' Gala Ball.

*From left:  
Burswood \$1 million donation  
to support child health  
Vinnies CEO Sleepout in  
support of homeless services*

*Opposite page, from left:  
Crown Melbourne collects  
green waste for recycling  
Water saving initiatives in  
Crown Melbourne laundry*

# Sustainability Report – Environment



Crown is expanding its environmental sustainability efforts by following the Global Reporting Initiative Guidelines in its sustainability reporting and by bringing operations in line with global environmental management standards. Crown's vision is to play a leadership role in sustainable business practice in the gaming and entertainment industry.

The ongoing implementation of remote monitoring of electricity, gas and water via meters installed throughout both Crown Melbourne and Burswood continues to assist in resource consumption monitoring and reporting. Respective business units receive monthly reports showing their individual consumption.

Crown's environmental initiatives put it in a strong position to comply with the Australian Government Climate Change Plan, Securing a Clean Energy Future, which aims to transition Australia to a low carbon, clean energy economy through initiatives in four key areas – carbon pricing, renewable energy, energy efficiency and land management.

Crown Melbourne and Burswood once again joined thousands of organisations around the world in switching off all non-essential lighting during Earth Hour and also participated in World Environment Day.

Ongoing staff communications and involvement helped increase staff awareness of Crown's environmental initiatives this year. Staff participation in annual 'B Green' week was high, with competitions, surveys and environmental gifts on offer. As an internal communications tool, reminder stickers continue to be used to encourage staff to switch off lights, turn off computers and report leaking taps.

Crown completed reporting actions for the Carbon Disclosure Project, which holds the largest database of primary corporate climate change information in the world. Crown also took part in the National Greenhouse and Energy Reporting System, the Energy Efficiency Opportunities program and the Water Efficiency Management Plan, which was initiated by the Western Australian State Government.

## CROWN MELBOURNE

This year Crown Melbourne undertook a number of sustainability initiatives including joining the City of Melbourne's 1200 Buildings Program aimed at reducing the city's environmental impact by retrofitting existing buildings. Additionally, an Environmental Management System that enables Crown Melbourne to monitor and manage its environmental impact was established. Crown Melbourne also established its Environmental Committee with representatives from each business unit.

### Energy Efficiency

Crown Melbourne continued to reduce energy consumption this financial year through initiatives such as lighting upgrades, improvements to kitchen exhaust fans and car park ventilation, heating, ventilation and air conditioning optimisation and IT Hub cooling systems. This resulted in a CO<sub>2</sub> abatement of more than 4,000 tonnes, the equivalent to powering 300 homes or removing 900 cars from the streets.

Over the financial year, Crown upgraded more than 5,000 light fittings resulting in more than one million kWh in energy savings per year. That is enough energy to power 100 Victorian homes, or the equivalent to removing 300 cars from the streets.

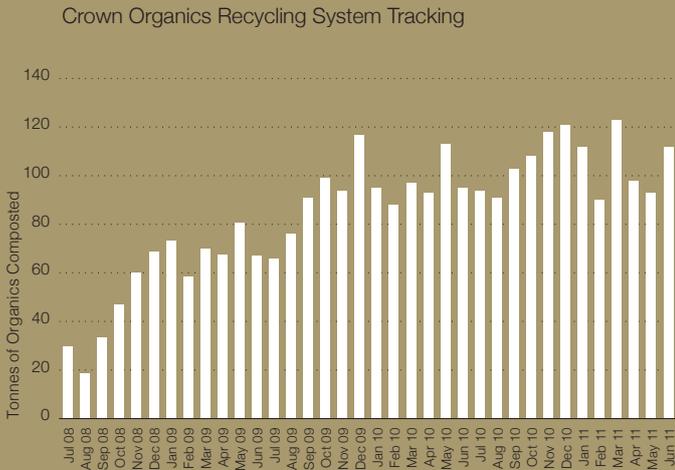
### Water Conservation

Water reduction initiatives continued to be a focus for Crown Melbourne this year including saving water during fire sprinkler testing (in a joint initiative with South East Water) with more than four million litres of water saved per year.

Crown Melbourne continues to conserve a significant amount of water after replacing approximately 5,500m<sup>2</sup> of grass with artificial turf since June 2009. Annual water savings have totalled almost three million litres per year, or the equivalent of one and a half Olympic sized swimming pools.

### Life Cycle Management

In October 2010, Crown received the Excellence in Sustainability Award at the annual Restaurant & Catering Awards for Excellence on the back of its organics recycle program which turns organic waste into compost to be used in agricultural processes.



In a bid to minimise the environmental impact of Crown’s office paper, FSC (Forest Stewardship Council) and PEFC (Program for the Endorsement of Forest Certification) certified sustainable paper, which is Australian made, is now used in all offices.

Crown Melbourne has successfully been re-certified under Sustainability Victoria’s Waste-Wise scheme for the fourth year in a row. Crown received Bronze certification and was awarded a Special Commendation for the ‘significant improvements in waste management observed in the last 12 months’.

A green waste recycling system completed at Crown Melbourne this financial year collects and composts green waste generated from landscape activities across the complex to reuse on-site to assist in the growth of Crown’s extensive gardens.

In a significant move to help reduce the environmental impact of product packaging, Crown Melbourne became a signatory to the Australian Packaging Covenant this year. The Covenant is a voluntary initiative by government and industry to reduce the environmental effects of packaging on the environment.

Staff support and inclusion in sustainable activities continues to be important, and this year, in addition to supporting World Environment Day, Crown staff were given the opportunity to recycle their old mobile phones via Mobile Muster collection bins, with a tree being planted for each kilogram of phones recycled.

## BURSWOOD

Burswood Entertainment Complex places high priority on environmental issues, working towards a sustainable environment through monitoring and measuring its performance and consumption. With a dedicated environmental committee representing the major business units across the company, the committee drives environmental initiatives for energy conservation, water conservation and waste management.

### Energy Efficiency

As part of Burswood’s ongoing energy monitoring program, further energy saving initiatives were completed this year including the trial of LED lamps in various areas across the complex. Additionally, the installation of voltage reduction transformers resulted in a 24 percent reduction in kilowatts per hour (kWh) consumption.

### Water Conservation

Burswood has historically had a 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 identified and implemented including the installation of 2.5 litre tapware restrictors/aerators to hand basins.

### Life Cycle Management

A complex-wide public recycling program, as well as an organic waste recycling program within Burswood’s kitchens, were a major focus in waste management this year.

Through these initiatives, an estimated 12 tonnes of waste will be diverted from landfill every year – reducing CO2 emissions by 36 tonnes per annum.

The following initiatives were implemented over the course of the year with funding applications lodged and grants received for each:

- Packaging Stewardship Forum public place recycling; and
- Strategic Waste Initiatives Scheme – which involves collection of all landscape green waste from all commercial kitchens which is then removed off-site, processed and returned to Burswood as mulch for the garden areas. By diverting an average of 13 tonnes of food per month, a total of more than 99 tonnes of carbon dioxide equivalents are likely to be saved.

*2010 Waste-Wise Awards  
at the Melbourne Aquarium*