



Crown Resorts Limited
Corporate Social Responsibility
2014 Report





The Crown Resorts Foundation was the presenting partner of The Giants, the most successful public event ever held in Western Australia, attracting over 1.4 million visitors



Contents



02
AWARDS,
RECOGNITION
AND
PARTNERSHIPS

04
FACTS AND
FIGURES FOR
FINANCIAL YEAR
2014

06
CHAIRMAN'S
MESSAGE

09
OUR REPORTING
AND OUR
STAKEHOLDERS

14
CREATING
OPPORTUNITIES
FOR
COMMUNITIES

23
OUR PEOPLE
– THE CROWN
DIFFERENCE

43
WORLD-CLASS
CUSTOMER
EXPERIENCE

55
THE BIGGER
PICTURE

69
RESPONSIBLE
AND ETHICAL
BEHAVIOUR

75
THIRD PARTY
ASSURANCE

77
PERFORMANCE
DATA

101
GRI CONTENT
INDEX

111
ABOUT CROWN



Awards, Recognition and Partnerships



2013 Victorian Employer of the Year at the Victorian Government's Training Awards



Australian Packaging Covenant



City of Melbourne 1200 Buildings Program



National Carbon Offset Standard Certification for Crown's Carbon Offset Program



Australian Employer of the Year 2013



AHRI Indigenous Award for 2014



2014 Australian Business Awards – Community Contribution



2014 Casino/Integrated Resort of the Year



2014 Australian Business Awards – Employer of Choice



High commendation for Energy Efficiency, Facilities Management Association





Community and Project Partners



2014 Achievements



Gretel Packer, Chair of the Crown Resorts Foundation Advisory Board, speaking at the launch of the \$200 million National Philanthropic Fund.



This year Crown provided approximately 450,000 hours of training and graduated over 720 employees



In September 2014, Crown employed its 400th Indigenous Australian



Crown's carbon emissions decreased by 7.2% across both its Australian resorts





Image provided by The Song Room

The Crown Resorts Foundation, in partnership with the Packer Family Foundation, created their \$200 million National Philanthropic Fund



Crown is a significant contributor to Australia's economy

ACIL Allen Consulting's independent assessment of the economic contribution made by Crown determined that:

- Direct economic impact to Australian real GDP made by the resorts was up to \$4.5 billion; and
- Direct and indirect full-time employment impact is estimated to be up to 26,000 people.



Crown launched its new disability employment program, *CROWNability*. Crown is proud to have Kurt Fearnley, Australian Paralympic Gold Medalist, as the program's ambassador



Chairman's Message



Crown's Leadership and Innovation

Crown's goal is to be a leader in the global entertainment and tourism industry by creating long-term value for our stakeholders across economic, social and environmental dimensions.

We aspire to be a model corporate citizen and recognise that a company is assessed not only on its financial performance, but also by its commitment to corporate social responsibility (CSR) - the quality of its workplace, its environmental footprint, its level of community engagement, creating a safe environment for its customers, employees and contractors, and by providing employment opportunities.

Crown's employees lead the industry

Crown sets the standards for Australia's tourism sector; there is a focus on outstanding service, unparalleled hotel offerings, and providing a broad range of entertainment and world-class gaming experiences. To ensure that every visitor receives the world-class level of service they expect, our resorts have a highly skilled work force of approximately 9,200 on-site at Crown Melbourne and approximately 5,800 on-site at Crown Perth. This makes Crown Melbourne the largest single-site, private sector

employer in Victoria, and Crown Perth the largest single-site, private sector employer in Western Australia.

We acknowledge that we would not be able to deliver the quality offering that we do without our world-class employees and so we continue to support and work closely with them to create a harmonious and productive workplace. Crown invests heavily in employee training and development and since inception has graduated approximately 6,800 apprentices and trainees from our Australian Crown Colleges.

As well, Crown believes strongly in diversity in the workplace recognising the value that unique backgrounds and capabilities can provide. We have strong credentials in the disability employment area and we are an industry leader in Indigenous employment, recently employing our 400th Indigenous employee. Recognising this commitment, the Australian Human Resources Institute awarded Crown its 2014 Indigenous Employment Award and the Australian Business Awards 100 named Crown's Indigenous Program as its Community Program of the Year.

In 2013, Crown received the prestigious Australian Employer of the Year Award, which followed Crown also winning 2013 Victorian Employer of the Year awarded by the Victorian Government.

From my perspective, this is one aspect of our Australian businesses that I am particularly proud of. Crown has been awarded Australian Employer of the Year twice in the last four years. This is a rare honour and awarded by the Federal Government on merit. These awards best define who we are as a company and the respect in which we hold our employees

Industry Leading Social Safeguards

I am also exceptionally proud of Crown's commitment to providing a safe environment for our customers. Crown has implemented world-leading responsible gaming initiatives including our Responsible Gaming Support Centres at both Melbourne and Perth and being the first operator to introduce pre-commitment, a voluntary loss and time limit setting option for loyalty scheme members.

Crown's provision and delivery of Responsible Service of Gaming programs and support mechanisms make it a world leader in the enforcement of social safeguards. Crown allocates significant resources to raising awareness of responsible gaming, and to helping customers to successfully manage and enjoy their gaming experience.

As well, Crown has a Board Committee dedicated to monitoring, reviewing, promoting and recommending responsible gaming programs and policies at each of Crown's Australian resorts and this commitment is inherent throughout the business with training in the Responsible Service of Gaming provided to Crown's employees, complementing the properties' comprehensive responsible gaming programs and services.

Positive economic and employment impact

This year Crown engaged ACIL Allen Consulting to conduct an independent assessment of the economic contribution made by Crown. In its report ACIL Allen Consulting estimated the direct economic impact to Australian real GDP of Crown's Australian resorts is up to \$4.5 billion with Crown Melbourne contributing up to \$3.1 billion and Crown Perth contributing up to \$1.4 billion.



And while around 15,000 people work at our Australian resorts, ACIL estimates that the direct and indirect full time employment impact associated with these resorts is estimated to be up to 26,000 people.

As well as providing economic benefit to the broader community, Crown has a long-standing commitment to the communities in which we operate. A key element of our community support is creating effective local partnerships to inspire positive change.

Crown also acknowledges that we must be responsible and as efficient as possible in regards to our resource use. We embrace our responsibility to the environment and recognise the unique contribution we can make to a sustainable future for generations to come. We are committed to minimising our environmental footprint through sustainable management of resources including energy, water and materials.

Crown Resort Foundation

In July 2014, the Crown Resorts Foundation, in partnership with the Packer Family Foundation, announced a \$200 million National Philanthropic Fund. Over 10 years, \$100 million is to be allocated through our Community Partnerships and Indigenous Education Fund and \$100 million will be allocated through our National Arts Fund.

The \$100 million Community Partnerships and Indigenous Education Fund will help support organisations that are working to improve the education, life skills and ultimately employment prospects of young Australians, with a particular focus on providing opportunities for Indigenous Australians. We will support programs that provide some of Australia's most marginalised youth with the belief and confidence to grow and to succeed.

The \$100 million National Arts Fund is focused on improving the access and availability of the arts to young Australians. By supporting projects that help build the arts capacity of our schools' teachers, make arts programs more accessible to communities and encouraging arts organisations to increase their reach, we hope that more young Australians will have the opportunity to engage with their creative side and just have fun with art in its many different forms.

Our Corporate Social Responsibility Commitment:

In financial year 2014, the Crown Resorts Board established a CSR Board Committee to assist it in setting Crown's CSR policies and programs and to assess performance in this area.

As well, a CSR framework was developed to bring together the elements of Crown's CSR activities and programs. This framework has enabled us to identify what elements we are performing well in and areas we need to improve. By strengthening our ability to measure and improve Crown's CSR performance, this framework will create value for our stakeholders.

Reporting is also a major part of our CSR commitment and we acknowledge that we are at the beginning of this journey. In this report, we have attempted to identify and address all material topics and we expect to build on this foundation in future years. I hope you find it informative.

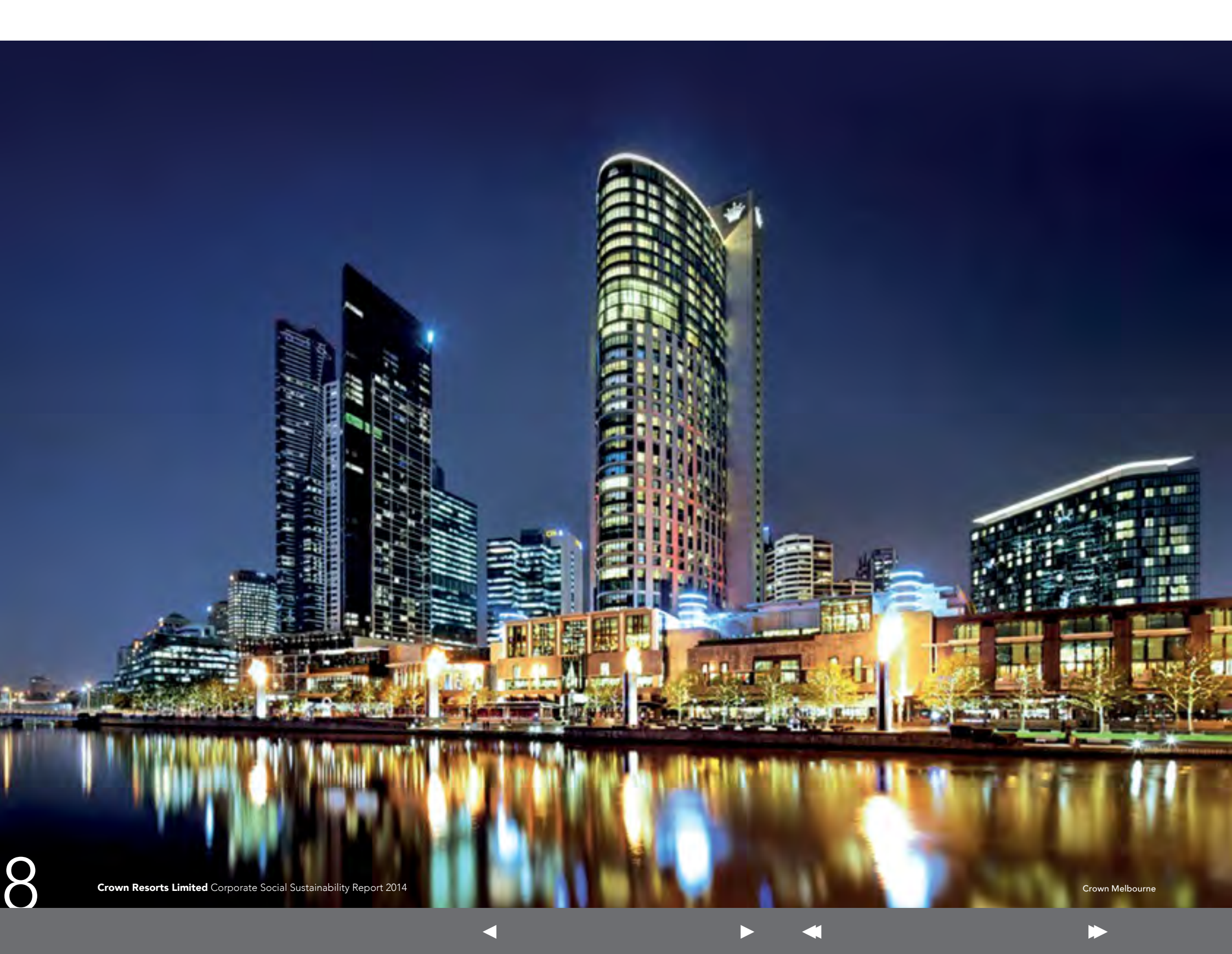


James Packer,
Chairman, Crown Resorts Limited



Image provide by The Song Room





Our Reporting and Our Stakeholders

Crown sees our material issues as those which reflect its significant economic, environmental and social impacts or which substantively influence the assessments and decisions of our stakeholders about our business

Our Reporting and Our Stakeholders

Crown's first Corporate Social Responsibility Report (CSR) was published in November 2013. This report builds upon the previous one and relates to Crown's two Australian properties, Crown Melbourne and Crown Perth, for financial year 2014 (1 July 2013 to 30 June 2014). This reporting period applies to the material issues outlined in the following tables as well. Crown intends to report on an annual basis.

Where possible Crown has also included significant matters which occurred after the reporting period but prior to publication.

For this report, Crown has used the Global Reporting Initiative (GRI) G4 guidelines for reporting, at a core level. For more information about the GRI, the world's most widely used sustainability reporting framework, please see www.globalreporting.org.

To prepare this report, Crown engaged with its stakeholders (internal and, to a limited extent, external) to define and determine what issues were most important to report and to help us define where each issue was relevant to Crown. Crown also reviewed the CSR policies and practices of peer organisations in Australia and internationally to gain a wider view of the sustainability issues for the tourism and entertainment sector.

In consultation with its stakeholders, Crown defined its material issues as those which reflect significant economic, environmental and social impacts or which substantively influence the assessments and decisions of stakeholders about its business.

These material issues for reporting are detailed in the following tables. For each of these issues either the relevant Crown business unit has been identified or the relevant external party. All material issues identified have been determined to impact both the Crown Melbourne and Crown Perth properties.

Material Issue	Issue Description	External Impact
Employment	Crown's role as a major employer in the VIC and WA economies	State and federal governments, potential employees
Tax contribution	Amount of tax paid	Local governments where Crown resorts operate, Local, VIC and WA Governments
Flow-on benefits, including supply chain	Multiplier effect of Crown's operations including boosting local businesses and local suppliers	Crown's suppliers and businesses operating within and close to our properties
Tourism – especially from Asia	Crown's role in boosting tourism, especially from Asia, both in its own right and in partnership with others	Crown's partners including tourism industry bodies, governments and government agencies, businesses in the economies in which Crown operates
Hospitality sector development	Crown's role in developing the hospitality sector through training of employees and by setting standards in service quality and delivery	Suppliers and other hospitality sector businesses within Australia

Material Issue	Issue Description	External Impact
Entertainment and tourism	Crown's role as a provider of entertainment and tourism services for individuals and communities. Crown's role in the social fabric in its places of operation.	Customers
Urban regeneration	Crown's role in revitalising urban areas where its operations are located	State and local governments, tourism businesses, agencies and landowners in areas adjacent to Crown's operations
Responsible gambling and responsible service of alcohol	Supporting customers to enhance their Crown experience	Crown customers, community and government organisations involved in preventing and treating problem gambling, and alcohol issues.
Community giving	The Crown Foundation and other philanthropic programs/activities run by Crown and their role in addressing community needs	Crown community partners, and recipients of community sponsorships and donations.



Material Issue	Issue Description	External Impact
Ethics and governance	Strong governance processes and an uncompromising ethical approach to business	Financial markets, business regulators
Anti-corruption	Anti-corruption policies and practices which underpin Crown's activities	Financial markets, business regulators, law enforcement agencies
Diversity	Crown's performance in promoting gender, cultural, Indigenous and disability diversity	Potential employees and suppliers
Occupational health and safety	Occupational health and safety performance and practice.	Potential employees, workplace safety agencies, contractors working on-site and customers
Employee retention	The challenges of retention of good employees in an industry noted for high levels of turnover	-
Employee training and development	Crown's investment in training and development and its role in promoting careers for its employees	Potential employees, training organisations, relevant government departments

Material Issue	Issue Description	External Impact
Safety/security	Providing for the safety of customers and employees	Customers, law enforcement agencies
Resource use	Crown's efforts to improve efficiency of resource use – energy, water, food and beverages etc.	Customers, contractors, suppliers, environment
Carbon emissions	Efforts to minimise green house gas emissions	Customers, contractors, suppliers environment
Waste management and reduction	Crown's efforts to recycle, minimise and manage waste	Our customers, contractors, suppliers environment
Supply chain	Opportunities for Crown to work more closely with its supply chain to support CSR outcomes	Suppliers and second tier suppliers
Partnerships	Partnerships with other groups to achieve CSR outcomes	Crown community partners

Table 1: Crown's material issues 2014

Third Party Involvement and Assurance

To provide Crown's stakeholders with a greater level of confidence in the report, Crown has engaged a third party, the Australian Centre for Corporate Social Responsibility (ACCSR) to conduct a review to ensure that Crown has identified and reported on its material topics and the associated disclosures are complete. ACCSR are an organisational stakeholder of the Global Reporting Initiative (GRI), a certified GRI training organisation and a signatory to the UN Global Compact.

Crown also engaged Bureau Veritas (a licensed AA1000 Assurance Provider) to conduct a limited assurance on this report. The assured aspects are provided in the GRI Content Index.

More information

For information about the Global Reporting Initiative go to www.globalreporting.org

Please see the GRI Content Index section for a complete list of the aspects identified as material under the GRI framework.

Our Reporting and Our Stakeholders

How Crown Engages with Stakeholders

Maintaining strong relationships with all stakeholder groups is key to Crown's business approach. Crown aims to maintain open and constructive stakeholder dialogue on all key industry issues.

Crown recognises that an engaged workforce is the key to the delivery of world-class service and is always looking to improve the two-way communication channels.

As well, engagement with customers through feedback and interaction with employees is also critical to ensuring they receive the level of service they expect.

Crown also values its engagement with external stakeholders, this includes a commitment to the broader community, specifically through improving environmental efficiencies, fostering community goodwill through involvement in philanthropic programs and employee community engagement, and addressing and managing all environment, social and governance risks.

The primary stakeholders with whom Crown engages are:

- Customers;
- Employees;
- Regulators at state and federal level;
- Government;
- Business partners and suppliers;
- Media;
- Shareholders; and
- Local community and environmental organisations.

The basis for selection of stakeholders is management judgment based on interaction and feedback from all business groups during the year.

Effective Stakeholder Engagement

Crown seeks to have continuous and effective engagement with all identified stakeholders so that it is able to understand their expectations and identify opportunities to improve its business and the overall experience for customers.

Accountability for stakeholder engagement is shared across the organisation. Specific business units are responsible for engagement with customers, employees, local community organisations, environmental organisations, regulators, business partners, suppliers and shareholders. Therefore, each team manages specific relationships with key stakeholders to identify any areas of concern and ensure that the appropriate action is taken to effectively address them.



Stakeholder Identified Areas of Interest

Below is a table that demonstrates the type of engagement Crown has with each group as Crown endeavours to identify areas of concern and ensure that Crown is taking the appropriate action to address them.

Stakeholder Group	Engagement Activity	Areas of Interest
Customers	<ul style="list-style-type: none"> Market research – customer experience surveys Customer feedback channels 	<ul style="list-style-type: none"> Positive customer experience (value, quality of service, quality of property etc.) Responsible Service of Gaming Responsible Service of Alcohol Safety and security (physical and data) Privacy Anti-corruption Environmental Sustainability Ethics and Governance
Employees	<ul style="list-style-type: none"> Intranet Employee feedback groups Confidential alert lines Internal social media On-site Union information desks Employee Surveys 	<ul style="list-style-type: none"> Diversity (gender, cultural, Indigenous and disability) Employee pride and engagement Personal development (learning and career opportunities) Ethics and business conduct Well-being, work life balance Unions Environmental Sustainability
Regulators (State and federal)	<ul style="list-style-type: none"> Meetings Licence reviews Focus groups Participation in consultation process 	<ul style="list-style-type: none"> Governance, Ethics and Business Conduct Responsible Service of Gaming Responsible Service of Alcohol Safety and security Anti-corruption

Stakeholder Group	Engagement Activity	Areas of Interest
Government	<ul style="list-style-type: none"> Meetings and briefings Participation in consultation process 	<ul style="list-style-type: none"> Tourism development Hospitality sector development Economic impact Urban revitalisation Environmental Sustainability
Business partners, unions and suppliers	<ul style="list-style-type: none"> Regular meetings and briefings Supplier forums Ongoing relationship management Tendering requirements Contractual arrangements 	<ul style="list-style-type: none"> Sustainable supply chain Suppliers and multiplier businesses Ethical conduct Health and safety Employment diversity
Media	<ul style="list-style-type: none"> Meetings and briefings 	<ul style="list-style-type: none"> Ethical conduct Positive economic return Community investment Industry regulation Tourism development
Shareholders	<ul style="list-style-type: none"> Annual General Meeting Investor presentations Analyst briefings Participation in surveys Meetings and briefings 	<ul style="list-style-type: none"> Business performance Transparency and disclosure Governance Ethical conduct Risk management
Local community organisations and environmental organisations	<ul style="list-style-type: none"> Meetings Employee volunteering opportunities Partnership opportunities 	<ul style="list-style-type: none"> Strategic partnerships Strategic donations and sponsorships Environmental protection and resource efficiency Employment opportunities for those marginalised in society

Table 2 Stakeholder Identified Areas of Interest

As well, this year, Crown has engaged external consultants to interview a range of key stakeholders to help us best identify material issues in the context of Crown's first GRI-G4 report. The forms of engagement included stakeholder surveys, the hosting of internal workshops as well as interviews.

Crown Resorts Foundation

As a major long-term initiative, the Crown Resorts Foundation was established in September 2013. The Foundation is the philanthropic arm of Crown and will engage with and provide financial support to programs with demonstrated success in the areas of community welfare, education, research and the arts. As well, it encourages Crown employees to volunteer in a number of Crown's community partners programs and facilitates the use of Crown facilities and hospitality packages for not-for-profit fundraising events.

The Crown Resorts Foundation aims to inspire positive change. It works in partnership with the Packer Family Foundation and with Crown Melbourne and Crown Perth. The Foundation is overseen by a Board, chaired by the Hon. Helen Coonan.

"I applaud and thank the Packer Family and Crown Resorts Foundation for the significant and generous contribution they have made to Australia's arts sector and for their leadership in building a culture of giving in Australia."

Attorney General, Senator The Hon. George Brandis on the announcement of the \$200 million National Philanthropic Fund



Image provided by The Song Room



Image provided by The Song Room

\$200m National Philanthropic Fund

In July 2014, the Crown Resorts Foundation, in partnership with the Packer Family Foundation, announced a \$200 million National Philanthropic Fund. Over 10 years \$100 million is to be allocated through a Community Partnerships and Indigenous Education Fund and a \$100 million through the National Arts Fund.

Community Partnerships and Indigenous Education Fund

The \$100 million Community Partnerships and Indigenous Education Fund will help support organisations that are working to improve the education, life skills and ultimately employment prospects of young Australians, with a particular focus on providing opportunities for Indigenous Australians. The Foundation will support programs that provide some of Australia's most marginalised youth with the belief and confidence to grow and to succeed.

National Arts Fund

The \$100 million National Arts Fund aims to improve the access and availability of the arts to young Australians. By supporting projects that help build the arts capacity of Crown's schools' teachers, make arts programs more accessible to communities and encouraging arts organisations to increase their reach, it is hoped that more young Australians will have the opportunity to engage with their creative-side and just have fun with art in its many different forms.

Creating Opportunities for Communities

Programs supported through the Community Partnerships and Indigenous Education Fund

The Salvation Army



The Crown Resorts Foundation has partnered with The Salvation Army (Melbourne Project 614) to help improve the lives of homeless and disadvantaged Australians.

The Foundation and the Salvation Army are working together on several charitable projects including: developing structured employee volunteering opportunities for Crown employees, formalising the collection and delivery of regular donations such as blankets from Crown's hotels and providing training and employment pathways through Crown College and funding for the new 'Night Watch' program.

'Night Watch' is an extension of The Salvation Army Melbourne's successful 'Street Teams' program. 'Street Teams'

Crown has committed
\$750,000
to The Salvation Army Project 614 (Melbourne CBD) from financial year 2014 until financial year 2018

operate every Friday and Saturday night throughout the Melbourne CBD both on foot and in vehicles. The teams provide a critical service connecting with people experiencing drug and or alcohol intoxication, separation from friends, homelessness or emotional distress.

The funding provided by the Foundation for 'Night Watch' has allowed two qualified and experienced workers, along with a team of trained volunteers, to provide a quick call out service to a range of enquiries such as a response to homelessness, those who are drug and or alcohol affected and underage people needing support.





NRL Indigenous All Stars team members with the 2015 'Learn, Earn, Legend' Youth Summit students

National Rugby League Indigenous All Stars Team '*Learn, Earn, Legend*'

The Foundation was the key community partner of the 2015 Indigenous All Stars team and the supporting week-long festival.

Indigenous All Stars players celebrate Australia's proud and unique Indigenous culture and heritage, with the team being made up of some of Australia's finest Indigenous athletes. Their stature throughout many communities makes them significant community leaders and powerful mentors to communicate important messages about education, identity and empowerment.

The Foundation recognises that sporting role models can become essential mentors in the process to facilitate positive change for disengaged youth. Engagement in education and training is the key to long-term successful change and positive outcomes for Indigenous young people.



**INDIGENOUS
ALL STARS**

Learn Earn Legend!
Supported by Crown Resorts Foundation

Education is the key to a fulfilling career and this is a message that the Indigenous All Stars players themselves strive to deliver into communities across the country.

The social message associated with the All Stars games and accompanying youth summit, 'Learn, Earn, Legend', is an important message for all children – stay at school, get a good education which will help you get a job and be a role model for your community.

A key element of the 2015 All Stars festival is the four day Youth Summit in which 80 Indigenous students from across the country participated. The program included sessions on identify and culture, team building, leadership development, career guidance and job interview skills. The sessions were supported by the players from the Indigenous All Stars team.

Creating Opportunities for Communities



Programs supported through the National Arts Fund

PERTH INTERNATIONAL ARTS FESTIVAL 2015

The Foundation partnered with the 2015 Perth International Arts Festival to present the headline attraction, Royal De Luxe's *The Giants*. Based on the story of Gallipoli-bound troops and Fay Howe of the Breaksea Island Lighthouse, *The Giants* also served as part of the commemoration of the centenary of World War I.

The Giants performance was staged on the streets of Perth. Over its three day presentation more than 1.4 million people turned out to see them – it was the largest public event ever staged in Perth.



One of the first partnerships announced by the National Arts Fund is with the Melbourne Theatre Company (MTC). The funding will enable the MTC to provide live theatre experiences and subsidised access to around 17,500 disadvantaged young people and families each year. It will also allow the MTC to take its education productions on tour to regional Victoria and Tasmania and further, it will provide for a multi-year Indigenous Scholarship program.

The Crown Resorts Foundation was the presenting partner of *The Giants* (part of the Perth International Arts Festival 2015), the street theatre performance attracted over 1.4 million viewers over the three days



Successful Western Sydney Arts Initiative 2015 Recipients

- Ars Musica Australis
- Art Gallery of NSW
- Australian Chamber Orchestra in partnership with Penrith
- Symphony Orchestra and Joan Sutherland Performing Arts
- Centre (including the Penrith Conservatorium of Music)
- Bell Shakespeare
- Belvoir
- Blacktown Youth Services Association
- Campbelltown Arts Centre
- Casula Powerhouse Arts Centre
- CAPTIVATE
- Community Migrant Resource Centre
- FORM Dance Projects
- Gondwana Choirs
- Information and Cultural Exchange (ICE)
- KidsXpress
- Marie Bashir Public School
- Monkey Baa Theatre Company
- Museum of Contemporary Art
- Opera Australia
- Powerhouse Youth Theatre
- Riverside Theatres
- SHINE for Kids
- Shopfront Theatre for Young People Co-operative

- Sydney Symphony Orchestra
- Ted Noffs Foundation's Street University (Mt Druiett)
- The Children's Hospital at Westmead
- The Scouts and Guides Associations Greater Western Sydney Area
- The Song Room
- Urban Theatre Projects
- WestWords
- Youth Off the Streets

Ms Gretel Packer, Chair of the Packer Family Foundation Board and Chair of the Crown Resorts Foundation Advisory Board, said:

"We are delighted to have the opportunity to partner with these wonderful arts organisations. Their programs in Western Sydney will allow more people, particularly children, to experience the power, beauty and fun of art.

We believe that the programs selected will build on Western Sydney's diverse and vibrant culture, and help create more opportunities for young Australians to engage with the arts.

The selection process was very challenging given the exceptionally high standard of all applications received. We would like to thank all the organisations that submitted projects for consideration."



Image provided by The Song Room

Western Sydney Arts Initiative

The \$100 million National Arts Fund encompasses the Western Sydney Arts Initiative, a \$30 million commitment to arts projects in Western Sydney to be allocated over 10 years. This year, the first allocations were made to 30 organisations with projects that promote the accessibility and availability of the arts in Western Sydney.

The projects selected will enhance Western Sydney's arts capacity – making art, in its many forms, more accessible and available to the youth of Western Sydney. From programs that support the pursuit of artistic excellence, to programs that use art as a vehicle to engage with marginalised youth – all will build on Western Sydney's dynamic creative culture.

Creating Opportunities for Communities

Community Employee Volunteering Opportunities

Crown is always looking to broaden the scope of support within Crown's community partnerships. One of the best forms of support Crown can offer its community partners is the opportunity to engage with their employees. As such, the Foundation works with its community partners to identify opportunities for employees to volunteer and get involved.

To help identify and promote relevant volunteering opportunities for employees, an Employee Advisory Committee (EAC) was established in August 2014. The EAC is made up of employees who have demonstrated their commitment to the not-for-profit sector by volunteering their own time to provide ongoing support. As well, EAC members demonstrated an interest in engaging Crown's employees in community activities.

 [More information](#)

Crown Resorts Foundation Website: <http://www.crownresorts.com.au/crown-resorts-foundation/crown-resorts-foundation>



Crown Perth employees volunteered their time to participate in Clean Up Australia



The Crown Resorts Foundation donated \$2.5 million to the Channel 7 Telethon in Western Australia





Crown Resorts Community Support

Crown has a long-standing commitment to the communities in which it operates. Crown's community partnerships, employee volunteering opportunities and support of not-for-profit community organisations have the potential to inspire positive change. Crown's community impact extends to its support for, and advocacy of, various public policy positions as well as the suite of environmental protection measures.

A feature of Crown's community commitment is its partnerships with a broad range of leading charities and community services organisations.

Crown's support comes in many different forms. At a property level, Crown Melbourne or Crown Perth will host and support events that promote and fund raise for charitable organisations. Many of our employees enthusiastically volunteer their time to support a wide range of causes and charities.

Some examples of the support Crown provided during the reporting period was donating Crown's corporate entertainment facilities at the Formula 1 Australian Grand Prix to a fundraising arm of the Cancer Council. In Sydney, Crown held a fundraising luncheon to support the White Ribbon Foundation, an organisation dedicated to raising awareness of domestic violence against women.

Crown also utilises its sporting sponsorships to help raise the profile of significant community campaigns and organisations. One example was in the National Rugby League 'Close the Gap' round, Crown joined with its sponsored South Sydney Rabbitohs team to promote KARI Aboriginal Resources (KARI), Australia's largest Aboriginal children's service organisation. Crown donated its South Sydney Rabbitohs front-of-jersey position to KARI for the game to help raise awareness of its foster care programs.

Crown Melbourne's Community Support 2014

Crown Melbourne has continued its significant investment in community initiatives through corporate sponsorships and generous financial contributions. Use of Crown facilities, employee time and donated Crown Melbourne packages are other ways Crown continues to support a broad range of community activities and charities.

Crown Melbourne is a long-term premium partner of the Victoria Police Blue Ribbon Foundation, sponsoring Blue Ribbon Day since its inception in 1999 and hosting the annual Blue Ribbon Ball at the Palladium. In recognition of this sustained support, Crown was awarded the Foundation's highest honour, the 2014 Frank Green Memorial Award.

Major continuing event sponsorships for the year included Starry Starry Night for the Alannah & Madeline Foundation, the Ronald McDonald House Charities Ball, the 'My Room' Ball for the Children's Cancer Centre Foundation at the Royal Children's Hospital Melbourne, the Reach Ball and Breakfast for Reach, the Robert Allenby Gala Dinner for Challenge, Fashion Aid for HeartKids Australia, the L'Oreal Fashion Lunch for the Royal Children's Hospital Foundation, the Think Pink Foundation's 2014 Masquerade Ball and the Royal Children's Hospital Neonatal Unit's Celebration of Life.

In addition, Crown supported the Epworth Medical Foundation Dinner, the Financial Markets Foundation Gala Ball, the Susan Alberti Charitable Foundation Gala Ball and the Fight Cancer Foundation Red Ball through major event sponsorships.

Many of Crown employees enthusiastically volunteer their time and give personal donations and the Staff Club is active in encouraging and coordinating participation in many charitable initiatives. Some of these included

Creating Opportunities for Communities

the Red Cross Typhoon Haiyan Appeal (matched dollar-for-dollar by the Crown Resorts Foundation), Australia's Biggest Morning Tea for the Cancer Council, the Royal Children's Hospital's Good Friday Appeal, The Salvation Army Red Shield Appeal (plus a \$10,000 donation to Melbourne's appeal by the Crown Resorts Foundation), the Royal Children's Hospital Kids Day Out, the Salvos in the City Christmas Appeal (also supported by the Crown Resorts Foundation), The Salvation Army K-Mart Wishing Tree, Around the Bay in a Day for the Smith Family, as well as for HeartKids and Ballarat Zoo.

Every year, Crown chefs prepare festive meals for delivery by dedicated Crown employees on Christmas morning. This supports the work done by Open Family and Whitelion, ensuring many people enjoy a special meal on Christmas Day.

Crown Perth's Community Support 2014

Crown Perth continues to be proud of the funding contributions and assistance it provides to many worthwhile causes across the community. Crown Perth also provide ongoing support to a large number of community activities and charities through the use of Crown venues, the provision of auction items and employee time.

In October 2014, Crown Perth continued its major support of the Telethon by pledging \$2.5 million in support of the child health services that benefit from Western Australia's largest fundraising initiative.

Crown Perth also supported the 'Tour De Crawford' breast cancer awareness and fundraising initiative in which Australian Football League legend Shane Crawford cycled from Melbourne to Perth. Raising more than \$1.32 million for the Breast Cancer Network Australia, the end of the ride was televised live and broadcast from Crown Theatre Perth.

As part of Crown Perth's long standing partnership with Foodbank WA (which spans over 14 years) and run in partnership with West Coast Eagles (Crown Perth's partnership spans 30 years), employees volunteered for 'Cans for A Cause' at a West Coast Eagles game at Pattersons Stadium in April 2014. Crown employees volunteered to collect donated tins of food from the crowds who attended the game. A Crown Perth executive chef also volunteered time in a mobile soup kitchen during Homeless Persons Week. Crown Perth has donated more than 175,000 litres of soup to Foodbank WA since 1999, which is distributed to over 600 charitable organisations and schools everyday.

Crown Perth turned pink during October for Breast Cancer month and in 2013 Crown hosted a charity Pink Poker Tournament, which raised more than \$40,000. Crown Perth continued to host some of Western Australia's major fundraising events during the year, including Styleaid for the WA AIDS Council, the Boobalicious Ball for Breast Cancer Care WA, the Op Shop Ball for Anglicare, the Night of Nights Ball for Youth Focus and the Ronald McDonald House Charities Ball.

Many of Crown Perth's employees provide support through workplace giving and personal donations. The Salvation Army Red Shield Appeal, the CEO Sleepout for St Vincent De Paul and the Anglicare Winter Appeal, which has been a 15 year partnership, are some of the initiatives that employees have supported during the year. In addition, there was the Red Cross Typhoon Haiyan Appeal (matched dollar-for-dollar by the Crown Resorts Foundation) and an appeal by The Salvation Army for those affected by the Perth Hills bushfires in January 2014. Crown Perth, through the Crown Resorts Foundation, made a separate donation of \$30,000 to this cause.

Volunteering also plays a big part in Crown Perth employee support. As an example of one team's involvement, the Hotel Sales team volunteered for the Make a Meal program at Ronald McDonald House and cooked meals for the children and their families. Also,

as part of leadership and development team building, employees physically built brand new bicycles for both Ronald McDonald House Charities and The Salvation Army.

Future Direction

Crown looks to provide more opportunities for employee volunteering through its close working relationship with the Crown Resorts Foundation and the many organisations it supports.



Image provided by The Museum of Contemporary Art



Our People – The Crown Difference



Crown employees under taking culinary training at Crown College Melbourne's Culinarium

'I commend Crown for its continued leadership in building Aboriginal employment and reconciliation efforts together with Victoria's Aboriginal community.'

The Honourable Jeanette Powell, Victorian Minister for Aboriginal Affairs, 14 August 2013

'I commend Crown Resorts' commitment to an inclusive workforce and on the establishment of their Disability Employment Program.'

The Honourable Natalie Hutchins MP (Victorian Minister for Local Government, Minister for Aboriginal Affairs, Minister for Industrial Relations)

Our People – The Crown Difference

Crown believes that investing in its people helps employees achieve ambitions and helps Crown achieve its business goals.

Crown knows that to deliver the excellence in customer service that customers expect, its workforce must be well trained, motivated and rewarded for their skills and dedication. Crown's workplace policies, training programs and development initiatives are designed to make Crown a high-performing, inclusive and well-managed workplace where all employees feel valued and have opportunities to develop their skills.

Crown's commitment to the training and development of its employees is continually recognised as a best practice model by government bodies and external parties, with both Crown Melbourne and Crown Perth receiving significant awards for its dedication to these programs.

Crown assesses its success in training and education by a variety of indicators and a clear measure of success is the frequent recognition the programs receive from external bodies. This has included receipt of several high profile external awards from government and industry bodies, including Crown Melbourne winning the Federal Government's 2013 Australian Employer of the Year Award at the Australian Training Awards, and in the same year the Victorian Employer of the Year awarded by the Victorian Government.

In 2014, Crown Melbourne was also awarded the 'Employer of Choice' by the Australian Business Awards, while Crown was also honoured by being named in the same awards with the 'Community Contribution – Indigenous Employment Program' award for Crown's Indigenous Employment Program.

Crown's commitment to Indigenous employment and training was also honoured by the Australian Human Resources Institute Inclusion and Diversity Awards in 2014 with the Indigenous Employment Award. Crown Perth was named 'Large Employer of the Year of Apprentices and Trainees – Metro Region' at the (WA Chamber of Commerce and Industry) CCI Apprenticeship Solutions Employer Excellence Awards 2014.





Working at Crown

Crown is focused on attracting, developing and retaining high quality employees.

Crown's employment credentials are exemplary and employment at Crown's Melbourne and Perth resorts has increased from 10,000 in 2005 to approximately 15,000 in 2014. Crown's recruitment campaigns focus on an employee value proposition which features the development of careers through sustainable, long term employment supported by formally accredited qualifications delivered through Crown's award-winning and highly regarded Crown College.

In both Victoria and Western Australia, Crown is the largest single-site, private sector employer and focuses on recruiting, developing, and retaining quality employees. Crown's total employment expenditure for financial year 2014 was \$784 million.

As well as offering training and career development opportunities, Crown seeks to provide a number of other benefits to all full time and part time employees to help create a desirable workplace. For example, these benefits include:

- at least one free meal per shift at Crown's dedicated employee restaurant;
- subsidised parking;
- individually tailored; laundered and repaired uniforms for uniformed employees;
- on-site gym (Melbourne only);
- the Employee Assistance Programs; and
- Social Clubs and employee discounts.

Both properties also encourage outstanding performance through a range of reward and recognition programs which focus on individual excellence, while the business units also include recognition programs which reward team performance.

Nearly all benefits that are provided to permanent full time employees are also provided to part-time and

temporary employees, with the exception of some leave benefits which are not provided to casual employees. Rather, casual employees receive an additional loading in their hourly remuneration in recompense for the absence of these benefits, in-line with relevant Australian standards.

Employee turnover in the hospitality sector can be a challenge, but Crown consistently attracts high quality candidates and has a lower turnover rate than the average across the sector. In Perth, where the labour market has been highly competitive, recruitment campaigns focusing on the benefits of working for Crown have been successful in providing a stream of higher calibre candidates.

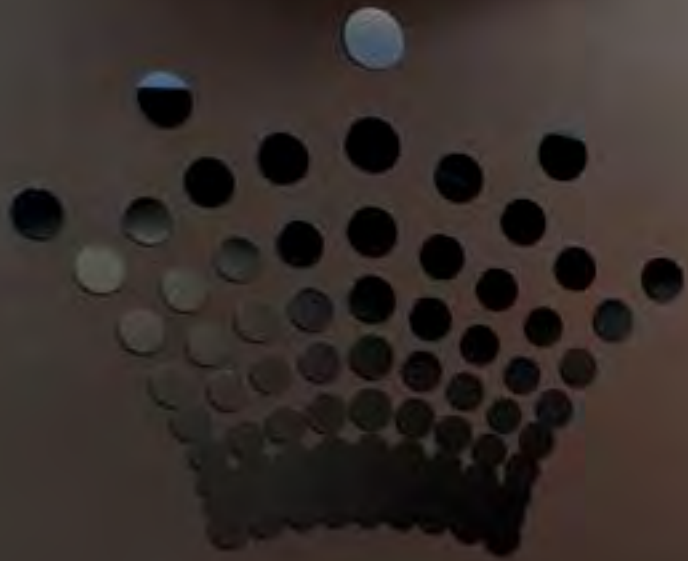
Crown supports collective bargaining to determine wages and other relevant employment standards, and Crown's Australian operations currently have five functioning collective agreements in place. Crown maintains an open and professional dialogue with all relevant employee associations and these associations perform an integral role in the collective bargaining process.

Training and Development

What sets Crown's business apart is its investment in its employees. Crown makes a considerable annual investment in employee training and development, including an Indigenous Employment Program and a program to support employment of people with disability. For more details, see the Indigenous Employment section below.

In financial year 2014, Crown provided approximately 450,000 hours of training to its employees at the Crown Melbourne and Crown Perth facilities.

This commitment to relevant employee development aims to ensure Crown's business operations continue to be successful and aligned with what Crown's customers expect of the Crown experience. Accordingly, Crown has



CROWN COLLEGE



been shifting its focus from 'training' to 'learning' and from a 'job' to a 'career', developing new programs that are aligned to accredited qualifications and offering clear career development opportunities.

Crown's Learning Pathways ensure that its underpinning philosophy of "not training for a job, but learning for a career" is a reality. Employees' progression in their learning aligns with their career progression, continually developing skills and knowledge required for current and future roles.

Crown's employee development is delivered both on the job and through formal learning channels.

All Crown employees are compulsorily required to complete annual performance reviews as part of the Crown Resorts Performance Management framework. Performance reviews for employees are completed with their managers present in a collaborative and two-way discussion. The performance management evaluation for each employee varies depending on whether the employee is a supervised employee or not and the employees grading/level in the organisation. This determination can be made using performance management support material and reasonable discretion. All performance management material, support information is readily available to management through the Crown Intranet website (accessible to all employees).

Crown College

The flagship of Crown's employee development efforts is Crown College, with campuses in Melbourne and Perth. In Melbourne, Crown College is housed in a \$10 million state-of-the-art facility on-site at Crown Melbourne; Crown College Perth is a \$2 million purpose built training facility.

Crown College is recognised throughout Australia as one of the largest and most successful enterprise-based registered training organisations, and is a leading provider of training and development for the tourism and

hospitality sectors. In financial year 2014 alone, Crown's employees undertook approximately 450,000 hours of career education training at Crown College.

Crown College graduates are in high demand; while many develop their careers with us, others go on to other employers throughout the sector. Crown College offers certificate courses in cookery, hospitality and tourism, as well as in security and frontline management. It also offers a diploma of management and a graduate program. Most of the courses at Crown College are aligned with accredited national standards which means they are recognised nationally and internationally. For many, participating in Crown's courses are part of an employee's apprenticeship.

Approximately 900 employees from both sites, including supervisors and managers, are currently undertaking training within the Australian Qualifications Framework. Crown College also delivers customised short courses that give employees specific skills and knowledge such as business writing, project management, customer service and health and safety.

Crown College in Melbourne hosts the 'Culinarium'— a food and beverage training kitchen and restaurant, where training in the kitchens is overseen by some of Crown's finest chefs. As well, Crown College partners with more than 30 external organisations and consultants to deliver training in a broad range of areas where Crown's existing trainers do not have particular expertise (for e.g. graphic design, coaching and management).

All new employees are provided with relevant technical training before they commence duties. Programs are delivered via a broad range of diverse and innovative delivery structures and methods, including face-to-face, experiential, e-learning, blended learning, off-the-job learning and on-the-job learning. Some training is compulsory to ensure that our employees know and understand Crown's regulatory requirements and recognise the importance of compliance in their day-to-day role, along with the personal and commercial ramifications of non-compliance.

Compulsory training includes:

- Responsible Service of Gaming;
- Responsible Service of Alcohol;
- Health and Safety Training in all areas of its operations;
- Equal Employment Opportunity
- Crown Melbourne provides Casino Awareness training, covering a wide variety of areas of the business including Crown's Corporate Policy Statements, which have been developed to ensure that Crown operates an ethical and responsible business, free from criminal activity and exploitation (currently in development at Crown Perth);
- Respecting Each Other is a training course provided to all employees to ensure diversity, mutual respect and a safe work environment for all;
- Anti-Money Laundering and Counter Terrorism Financing; and
- Australian Competitive and Consumer Law.

To complement this extensive training offering, all employees receive regular performance reviews. This system provides performance goals and professional behaviour standards for all employees, against which they are regularly reviewed.

Evaluation of Training

Crown College uses a number of methods to evaluate the effectiveness of Crown's training.

Analysis is undertaken on the formal and informal feedback Crown receives from participants, which indicates that the programs delivered are providing participants with the skills and knowledge that they identify they need for their current and aspirational roles. Crown also collects and analyses feedback from the facilitators, which indicates that the structure, content, and delivery methods are appropriate for participants and give participants an enhanced level of skill and knowledge.

Our People – The Crown Difference

The business also provides feedback as to whether employees are able to apply at work what they have learnt from their training. This means that employees, including new recruits, perform at the required standard, need less on-the-job training and supervision, and provide a higher quality of customer service.

Another measure is the increasing rate of internal promotions, particularly evident since Crown began delivering the Certificate IV in Frontline Management, which is completed by supervisors and potential supervisors, and the Diploma of Management, which is completed by managers and potential managers.

In addition, Crown receives substantial and frequent recognition of the effectiveness of Crown's programs from external organisations. These include requests for tours of Crown College from representatives from tourism, government, and education; and invitations to present at Human Resources (HR) and industry conferences. In addition, Crown has been awarded many prestigious government and industry awards including Victorian and Australian Employer of the Year, Tourism Victoria's Tourism Education and Training Award, and the Australian Business Awards' Employer of Choice Award.





Future Direction

Multiple information management systems have been used to track Crown's Learning and Development programs. The need to utilise one platform across both properties has been identified as a key requirement. The ELMO Learning LMS is a singular system that will support all employee online training needs, manage the health and safety contractor induction training and provide customised reports for Crown. This system is being currently rolled out across the properties.

At a high level, it is the implementation of a 'best practice' Learning Management System that will provide Crown with a single system from which Crown can administer and track both face-to-face and online training activities for employees and contractors across Melbourne, Perth and future properties.

Crown recognises that the long-term success of its business depends to a large extent on having a skilled and engaged workforce, which in turn means that Crown must provide relevant learning and development programs to its employees.

Having invested \$12 million in the Crown College premises and equipment in Melbourne and Perth, as well as providing support for the development and implementation of learning pathways, Crown's Executive Team is determined to continue to demonstrate its commitment to developing employees at all levels of the organisation.

A component of this is to continually look at ways of improving the design, development, content, delivery and assessment of all programs, as well as the management, administration and co-ordination of them.

Crown expects that the future of learning and development will see an expansion of its scope as a Registered Training Organisation, expansion of programs offered at Crown College, a fourth level within the Learning Pathways that provides Senior Managers with an accredited qualification and continued improvement of all aspects of learning and development.



More information

Crown College website: <http://www.crowncollege.edu.au/>

Our People – The Crown Difference

Creating Employment Opportunities through Diversity

Crown is committed to creating an environment in which equality and diversity are recognised as being essential to the high performance of Crown and incorporated into Crown's day-to-day businesses.

To Crown, diversity is the variety of differences in people who make up Crown's employee base, including such differences as life experiences, work and educational experience, language, gender, nationality, personality profile, age, ethnicity, cultural background and work status.

Diversity is promoted at Crown through leadership, talent and development programs, flexible work arrangements and recruitment and selection processes. Crown has established a Diversity Policy which is available in the Corporate Governance section on the Crown website. This policy has clear objectives in relation to diversity management and the desired outcomes. Further, specific Action Plans have been, or are in the process of being developed to address specific areas:

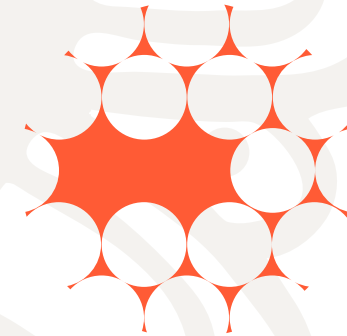
Specific Action Plans:

- Employment of Indigenous Australians – Reconciliation Action Plan;
- Employment of people with disability – CROWNability Action Plan;
- Gender equity;
- Cultural and linguistic diversity; and
- Mature aged workers.

Crown has committed to providing

2,000

job opportunities to Indigenous Australians by 2021.



In September 2014,
Crown employed its
400th
Indigenous employee



Crown's Training Achievements:
approximately
450,000
hours of training provided to Crown employees in financial year 2014



Indigenous Employment

Crown is a leader in the Indigenous employment sector and its Indigenous Employment Strategy is widely regarded as a best practice model. Crown currently provides one of the most developed and successful Indigenous training and employment programs in the country.

Crown was the first signatory to the Australian Employment Covenant and was the first company in Australia to provide employment opportunities under the program. Crown's commitment at the time was to hire 300 Indigenous people which was achieved in 2013. Significantly, in September 2014, Crown employed its 400th Indigenous employee. Crown has revised its employment commitment to 2,000 job opportunities to Indigenous Australians by 2021.

'Crown was the very first employer to sign the Australian Employment Covenant and we have worked extremely hard to meet our commitments and establish a culture of change.'

James Packer, Chairman, Crown Resorts Limited

Crown's program boasts an exceptionally high retention rate with a number of people settling into permanent secure employment and building strong careers. Crown Melbourne maintained a retention rate of Indigenous employees of more than 80% for the reporting period.

Before Indigenous employees begin working for Crown, the Crown Indigenous Employment Program completes an extensive pre-employment process to ensure 'best-fit' job-matching of each candidate (which may last from three weeks to four months). The Pre-Employment Program is delivered by the Indigenous Group Manager, Indigenous Recruitment Adviser and the respective

business units all contributing. This multifaceted approach by all stakeholders creates an environment of support and learning, ensuring that each Indigenous candidate is set up for success.

When Indigenous employees begin their employment, they receive individual and customised one-on-one training with a hand-picked trainer, based specifically on the identified gaps in their skills and knowledge and the requirements of the job. Depending on the role, this may include accredited training.

In addition, Indigenous employees are allocated both a 'Buddy' and a suitable mentor while they adjust to working life (if they are new to employment, or working in a large organisation). The mentor is designed to support the employee through their medium to long term career journey. Crown's Indigenous Employment Program also provides cultural awareness programs for non-Indigenous employees, which aim to build understanding and knowledge.

Crown Perth, through a partnership with Central Institute of Technology, recently graduated thirteen Indigenous employees in a Certificate III of Mentoring. The employees now have enhanced capability to assist the Program Managers in supporting and retaining Indigenous employees.

At both resorts, the creation of the Crown Indigenous Community Group (CICG) is designed to create a sense of community driven by the Indigenous employees with oversight from the Indigenous Group Manager. The CICG hosts six large events per year celebrating community and individual achievements. The events have special guests in attendance focusing on particular themes. Creating a community is essential for retention as with a sense of community comes lateral commitment to other Indigenous employees as well as a commitment to the organization.

In addition, Crown's Indigenous Employment Program focuses on a

breadth and depth approach to Indigenous employment and is actively seeking to ensure employment beyond entry level. Crown has already registered as an employer with The Department of Education, Employment and Workplace Relations – Indigenous Cadetship Support program, to develop Indigenous talent through all areas of the business.

Crown recognises the need for community consultation to ensure that the Elders and leaders within the Indigenous community are aware of how Crown supports its Indigenous employees and of the opportunities that exist for the community. As such, Crown has consulted with the community on both its Reconciliation Action Plan and its Indigenous Employment Program and maintains ongoing working relationships with a range of Community partners and organisations.

Leadership support, close relationships with the Indigenous community and government agencies, a Pre-Employment Program, individual and group support and dedicated internal resources are the key factors that have made Crown's Indigenous Employment Program a success.

Crown's Indigenous employment record has also been recognised by



Our People – The Crown Difference

industry and government, with receiving a number of prestigious awards, most recently the winner of the Australian Human resources Industry Inclusion & Diversity 2014 award.

Crown's commitment to Australia's Indigenous peoples includes its suppliers. As a large purchaser of goods and services, Crown has the ability to affect Indigenous employment indirectly through its procurement practices. Crown is seeking to strengthen the use of procurement practices as a means of improving Indigenous employment through the direct purchase from Indigenous-owned enterprises and also through the requirement that its suppliers work toward improving their own Indigenous employment practices.

One example of this is the Silver Eels Fishing and Charters initiative which is described in more detail in the *Bigger Picture* section of this report.

Reconciliation Action Plan

In March, 2013 Crown launched the company's first Reconciliation Action Plan (RAP) to further Crown's commitment to reconciliation and 'Closing the Gap' on Indigenous inequality through the creation of real jobs and by supporting Indigenous businesses. The RAP has enabled the organisation's businesses to be more focused on the Indigenous Program, committing to individual needs of employees and candidates and ensuring a greater level of understanding and program awareness.

The RAP provides employees with an understanding of Indigenous culture and history and vision of Crown's plan for employment, procurement, community and government relationships, understanding culture.

In 2015, Crown will release the organisation's second RAP, working with Reconciliation Australia to produce an stretch RAP signifying the continued maturing of Crown's Indigenous Program.



Students participating in Ganbina's leadership and training programs



CASE STUDY:



ganbina



Students participating in Ganbina's leadership and training programs

Crown is committed to fully contributing to its role in Closing the Gap between Indigenous and non-Indigenous Australians. Making a difference means committing and investing in the community's youth.

In 2013, Crown commenced working with Ganbina in providing opportunities to Indigenous youth. Ganbina's aim is to empower Indigenous communities to achieve true social and economic equality with other Australians within the next two generations, working with them through education, employment and life skills. Ganbina sets out to create 'agents of change' within the community through the successful development and economic independence of program participants.

Crown works with Ganbina supporting the organisation through a variety of activities. Ultimately Crown seeks to provide Ganbina regional graduates with employment as they seek higher education opportunities in Melbourne. Crown has built the relationship with Ganbina through participation in the organisation's activities, providing site tours, career presentations and hosting Ganbina's young leaders with site visits and leadership events.

The Korin Gamadji Institute (KGI) was established to deliver a unique and innovative Indigenous space focused on leadership development, education and training and career pathways. In 2014, Crown commenced working with KGI in delivering modules of its Richmond Emerging Aboriginal Leadership (REAL) Program. Utilising Crown's award winning Learning and Development program, Crown works with KGI to deliver hospitality training to Indigenous youth, building their experience and increasing their employability in regional areas.

Our People – The Crown Difference

CROWNability

Matching Abilities to Real Jobs

Crown is continually working towards an inclusive environment where new and existing employees are encouraged and supported to manage and disclose (where necessary) their disability, while focusing on promoting and developing their abilities. The greatest impact that sustainable employment for people with disability has is not only on the Crown community, but on the family and wider support community of the individual.

Recognising the abilities of Crown's employees

"CROWNability marks the next phase in the company's employment and training strategy. It will ensure that people with a disability are given opportunities to gain employment at Crown in a diverse range of roles available through matching people's abilities to real jobs."

"CROWNability is a recognition that we can and will do more to recruit and train workers with a disability. The program is innovative, because it will focus on the skills job seekers do have and match the jobs to meet their ability. Hospitality and tourism is a growing sector of the economy and it is only going to get stronger with the rise of the Chinese middle class – as an industry we need skilled workers for the long term and CROWNability will help us build our workforce."

James Packer
CHAIRMAN
CROWN RESORTS

CROWNability Program Details

To deliver the CROWNability program, Crown has partnered with ten disability employment providers based in Melbourne and Perth to identify potential candidates and match them with real job opportunities.

The CROWNability program consists of three important stages:

1. Pre-Employment;
2. Recruitment; and
3. Post placement support.

Crown's disability employment providers work proactively with us to supply and refer prospective employees. This involves a jobs ready process where candidates are clear on what to expect if they were to be employed and giving them the skills to be successful.

In the recruitment process Crown is focused on matching people's abilities to real jobs, knowing a person's ability – meaning what they can do and what is a challenge and then support them whilst in their role. Support is critical and this is provided both by the providers and in-house.

To complement the support aspect, Crown will shortly be developing a mentoring program that involves developing select CROWNability employees to act in a peer support capacity.

Crown expects our three pronged approach will create real job opportunities and career pathways for Crown's CROWNability employees at Crown's Australian properties over the years to come.

At the moment Crown has 52 CROWNability employees in our Melbourne and Perth properties and looks forward to those numbers increasing as the program gains momentum.

Kurt Fearnley Appointed as Crown's Disability Employment Ambassador

Crown is proud to have Kurt Fearnley, Australian Paralympic Gold Medallist, as a Crown Disability Employment Ambassador. Kurt will play an important role in raising awareness of CROWNability and the employment opportunities available through the program. Kurt Fearnley is one of the greatest athletes Australia has ever produced, and a few of his achievements include medal-winning performances at 4 Paralympic Games, winning 5 New York Marathons, participating in the Sydney to Hobart yacht race and conquering Kokoda!

Kurt is also very active in advocacy work, and has, for the last 5 years, been an Ambassador to 'don't DIS my ABILITY', a significant campaign aimed at challenging society's stereotypes around disability. In recognition of his commitment to disability advocacy, he was the Ambassador for the 2010 International Day of Disability. Like Crown, he believes that everyone can achieve whatever they set their mind to, it just takes self-belief, self-determination and a little bit of support.

Kurt Fearnley, who attended the launch, said *"real empowerment for people with disabilities can only happen through employment."*



"I am extremely proud to be associated with this program. It is great we have an organisation like Crown to grab this and be a real leader"

Kurt Fearnley – Australian Paralympic Gold Medallist



**Bec, Wait-person,
Crown Perth**

Bec knew at 16 years of age she wanted to work in hospitality, and four years later she is now

an integral part of the Food and Beverage team at Crown Perth. Commencing in her role as a Wait-person at Carvers restaurant in 2014, Bec is highly regarded by her colleagues and regular customers.

"I love coming to work, and it's something that I can't wait to get out of bed for each day," said Bec. "At Crown there is so much support. We're constantly told we're part of a team and I really feel like I am."

Bec says that her role has given her a new lease on life and she has also formed a new circle of friends.

"There sometimes is a stigma associated with disability, especially for those like me who have an invisible disability. Working at Crown is different because I get the support I need and I'm treated with respect."

"Mum has never seen me settle into a job so well. At Crown it's a team environment, and the CROWNability program ensures people understand your abilities and limitations."

Bec has completed her Certificates III and IV and Diploma in Hospitality, and she also volunteers for Anglicare and does public speaking, with a dream to one day run her own business.

Gender Diversity

Crown is committed to equality in employment opportunity and remuneration for men and women who are employed in all parts of its operation. The company understands that equal remuneration is key to ensuring that talent attraction opportunities and outcomes are optimised through the effective attraction, motivation, and retention of talent from all available markets and sources.

Crown's enterprise agreements (EA) contain no means by which remuneration can be directly differentiated based on gender, ensuring that all employees are paid the same rate for the same work, with the rates stipulated in the agreements based on role. Crown ensures inequality does not indirectly occur by ensuring equal opportunity exists in its recruitment, selection and employee career progression practices. All recruitment personnel are specifically trained in relation to Equal Employment Opportunity in employment to ensure the attraction and selection of employees is free from unlawful discrimination.

Further, the company conducts pay equity audits to monitor the ratio of female total remuneration to male total remuneration in relation to salaried employees.

In addition, Crown has established measurable objectives for achieving gender diversity across Crown and assesses the objectives and Crown's progress in achieving those objectives annually. Information regarding the proportion of women employees in the group, women in senior executive positions and women on the Board as at 30 June 2014 is available in Crown's Annual Report 2014.

Further work is currently underway in relation to gender equity with the launch of the Women of Crown network and a development program in Melbourne to foster the talent of women leaders within the company.

Crown has remained compliant with all mandated reporting requirements in relation to Gender Equity



International Day of
People with Disability

STAFF COMPETITION
Competition on ERIK between 10 December for your chance
to win a night stay at Crown Melbourne with including breakfast for two!
Answer the question about Disability to go in the running.
Good



and has consistently received positive commendation from the Workplace Gender Equity Agency (WGEA). To further enhance this dimension, the development of a comprehensive strategy and action plan to ensure Crown is seen as a preferred employer for women is now being developed.

Completion and implementation of a Gender Equity Strategy and Action Plan to complement the ongoing work which is already in place within Crown.

Crown is committed to the fair and equitable management of salaries for all its employees, including ensuring the issue of gender equity is addressed and effectively managed in all elements of employee reward. To this end Crown commenced a full review and re-design of its remuneration framework in 2014. Once complete, the Crown remuneration framework, along with further planned investments in our HR metrics, will increase our ability to address gender equity issues in remuneration in an increasingly effective manner.

Specific measures are in place to evaluate the success of Crown as an equal opportunity employer, these include but are not limited to:

1. Gender composition of the workforce;
2. Equal remuneration between women and men;
3. Availability and utility of employment terms, conditions and practices relating to flexible working arrangements for employees and to working arrangements supporting employees with family or caring responsibilities;
4. Sex-based harassment and discrimination; and
5. Rate of return to work from parental leave.

Further, specific targets have been established relating to gender, being attendance at management focused development courses and ensuring women are included in shortlists for senior promotional opportunities. These specific targets are also overseen by the Crown Resorts Board.

Evaluation of Diversity Programs

Crown evaluates the success of its Diversity program through the measurement of recruitment and retention statistics in relation to both its specific diversity action plan areas (such as employment of Indigenous Australians, people with disability and gender) and also where the data is available of people from non-English speaking backgrounds and age for example. Crown Resorts also considers the attendance rates at career focused training programs and promotion rates as positive measures of success and tracks this. Formal Action Plans have been developed to ensure that Crown fulfils a sincere commitment to Indigenous Australians and people with disability through the externally accredited Reconciliation Plan (RAP) for Indigenous Australians and the internal CROWNability Action Plan for people with disability. Each of these Action Plans have a range of measures by which progress and success is measured and monitored. In particular, there is also external reporting and evaluation required for the RAP.

Labour Relations

As a large employer, Crown aims to maintain open and effective relationships with relevant employee associations and to act in good faith in our dealings with those associations.

Crown Melbourne has established a series of employee consultative committees which enable concerns of employees to be communicated to management. Members of these committees are elected by our employees, and meetings are regularly held between committee members and representatives of management to discuss and address employee concerns and issues.

For all employees at both Crown Melbourne and Perth, consultation periods are carried out whenever changes to existing arrangements are being contemplated or introduced.

Employees receive regular performance reviews through the Performance Evaluation Plan (PEP) or the EA Performance Management System (PEP) as relevant. These systems provide performance goals and professional behaviour standards for employees, against which they are regularly reviewed.

Crown makes all reasonable efforts to minimise and avoid redundancies by considering some of the following strategies:

- Reduction or elimination of use of contractor employees;
- Reduction in the use of casual employees;
- Reduction of hours (within band) for part-time employees;
- Reviewing the anticipated effect of natural attrition;
- Curtailment of recruitment activities;
- Cross-training of employees;
- Redeployment opportunities across the group.

More information

Our Workplace Gender Equality Act reports on gender diversity without our workforce are available online at <http://www.crownresorts.com.au/corporate-governance/gender-equality>

The Crown Diversity Policy is available online at: <http://www.crownresorts.com.au/corporate-governance/policies>.

Our People – The Crown Difference

When the above strategies have been exhausted, to ensure a smooth transition when managing a career ending, Crown may afford the employee access to appropriate outplacement assistance. Often this assistance is unlimited and ongoing until the employee has found themselves new employment. Employees may also be given options as to which assistance provider they prefer to ensure their ease throughout the process.

Crown manages labour management relations through the maintenance of open and effective relationships with the relevant employee associations, including the unions represented on site. In addition, the company provides formal mechanisms for the labour management concerns of employees to be communicated and resolved through the use of a series of employee consultative committees. Members of these committees are nominated and elected by employees of Crown, and meetings are regularly held between committee members and representatives of management to discuss and address employee concerns and issues. Crown continues to monitor the effectiveness and appropriateness of its labour relations practices in the face of business need and a changing industrial landscape.

The success of Crown's approach to labour management relations is measured in the ongoing effectiveness of its relationships with various employee associations, as well as instances of industrial action. In this regard Crown's performance is excellent, with enterprise agreement negotiations consistently conducted with an absence of industrial action.

Employee Engagement

Crown believes that employee engagement is the emotional commitment the employee has to the organisation and its goals and this emotional commitment means engaged employees actually care about their work and their company. This leads to higher service levels and in turn greater customer satisfaction which is at the core of the Crown's business.

Crown's employment offering and benefits are strong and attractive to employees and potential employees; however, Crown understands that engagement is more than just "happy" employees and as such ensures a strong employment philosophy which aims to enhance engagement of employees and promote positive interaction with the company and its goals. Key to this is Crown's commitment to meaningful communication with employees coupled with a strong reward and recognition platform.

Crown's Commitment to Strong Employee Communication

Crown's commitment to effective communication focuses on the strong relationships supervisors and managers maintain with their teams. Whilst this relationship is paramount it is complemented by the robust formal consultative processes in place. These are backed up with a multifaceted corporate communications program in each property which includes a number of means to facilitate employee communication including employee magazines, weekly bulletins and newsletters, noticeboards and employee forums.





Employee Consultative Committees

Crown Melbourne has established several consultation committees, comprising employees and management from across the business. This includes an Employee Consultative Committee dedicated to discussing and consulting on change, a Work-Life Rostering Committee that focuses on improving the work-life balance of Crown's employees, and a Crown Resorts Foundation Advisory Committee where employees are invited to contribute ideas and feedback to support the Crown Resorts Foundation Advisory Board. Employee Consultative Committees are also in place within the key business areas to concentrate on any specific areas of interest that impact that business area only.

Crown Perth actively engages with employees and unions and forms consultative groups on an issues basis as and when required.

Reward and Recognition Programs

Employee recognition programs play an important role in the experience of an employee at Crown. The programs are designed to recognise and reward employee excellence in a variety of fields and across a number of different employee segments. There are programs that target excellence in management and leadership capability, as well as awards that celebrate excellence in customer service and role proficiency amongst Crown's operational employees.

In recognising Crown's employees for their commitment, it places an emphasis on providing rewards that give employees the same premium service experience that they help deliver to Crown's customers each day. This is achieved through special employee events where award winners are treated to lunches and dinners, and have the opportunity to win special prizes and experiences. In this way Crown hopes to show employees that they are just as important as customers.

Our People – The Crown Difference

Communication

Snapshot surveys and focus groups enable Crown's managers and human resources professionals to work directly with teams to further enhance the sense of engagement and to inform systemic program design. Working with Public Relations, Crown Perth has developed an extremely strong employee communication network which assists in delivering a positive working environment for the properties employees. Leveraging from its success, Crown Melbourne is also revising its employee communications, which was an effective communication channel previously to one which embodies the dynamism needed in a company such as Crown.

Eco-Engagement

Crown encourages its employees to volunteer to protect its local environment and engages with them through a range of training and education initiatives. Since 2011, a team of volunteer employees known as the Eco-Shoots team has been conducting monthly environmental awareness events that encourage our employees to reduce, re-use and recycle. Some of the activities have included collecting corks for the elephants to play with at Melbourne Zoo and collecting plastic bags for recycling.

Crown has also introduced an environmental sustainability on-line training module for all employees during the reporting period. The induction software incorporates the latest in interactivity and behavioural change concepts to ensure optimal uptake from participants. Employees can learn about Crown's environmental initiatives through a range of channels including a dedicated environmental notice board and a dedicated Environmental Sustainability Intranet site which highlights Crown's recent activities, as well as, educating employees about how to improve their environmental performance at work and at home.

Crown Melbourne and Crown Perth work together closely to reduce their impact on the environment and contribute to developing more sustainable practices.



Crown Perth employees attending their awards evening





Employee Well-being, Health & Safety

A safe workplace and healthy employees help make a high-performing organisation. Occupational Health and Safety (OH&S) and employee well-being are integral parts of Crown's business.

Crown takes all reasonable and practical steps to promote a proactive approach to health and safety matters and seeks to continually improve its OH&S practices across the organisation.

This year, Crown began implementing an enhanced health and safety framework across both Crown Perth and Crown Melbourne. This framework, CrownSAFE, includes measures to identify and manage high risk activities, report hazards and incidents, and rectification activities in relation to employees and contractors. CrownSAFE provides the tools, knowledge and assistance for Crown to manage workplace risks and meet its legal obligations for workplace health and safety.

The framework is reviewed every year to measure its effectiveness in mitigating OH&S risks and any corrective actions required are incorporated into the following year's Health and Safety plan.

The Crown Resorts Board has an Occupational Health and Safety Committee whose role is to:

- Identify occupational health and safety risks or exposures and liaise with senior management about them;
- Review and recommend policies and procedures necessary to protect the health and safety of the people who work with Crown, and the people who visit and use Crown's facilities;
- Promote and support continuous improvement in Crown's health and safety performance; and
- Encourage and promote awareness of health, safety and welfare issues with senior management of the company.

Each site has a Health, Safety & Well-being Executive Steering Committee that meets quarterly to review site performance.

Our People – The Crown Difference

Employee Occupational Health and Safety

Crown's employees are involved in workplace health and safety through consultation, communication, training and instruction. Typically, employees meet with management to discuss OH&S issues. These consultations are normally one-on-one for individual issues and through formal Health & Safety Committees in the more significant business units.

Across Crown Melbourne and Crown Perth, there are a number of elected health and safety representatives who participate in formal joint employee/management health and safety committees. Basic health and safety obligations are also contained in enterprise agreements requiring both Crown and its employees to adhere to legal obligations specified in state based occupational health and safety legislation.

Crown Melbourne's employees have access to on-site gym facilities. The Sanctuary Health Club is a modern, contemporary, subsidised facility providing employees and contractors with access to state of the art exercise equipment, a variety of both group and individual exercise, health, massage and support programs. In addition, the Health Coach role was established to support employees in identifying and addressing underlying issues that are affecting all aspects of their health.

At both properties Crown provides employee well-being services through Employee Assistance Programs, site Social Club arrangements and activities and, access to government funded programs such as workplace health checks and other health promotion activities.

Future Direction

Crown's mission is to create and maintain a safe world of entertainment for Crown's employees, customers and contractors. Continuous improvement remains the cornerstone of our endeavours. Crown's focus will continue on the adoption of risk management principles toward workplace hazards in order to prevent injuries and, the commitment to effective injury and claims management programs to minimise the impact of injuries on Crown's employees and the business.

 [More information](#)

OH&S Charter: <http://www.crownresorts.com.au/CrownResorts/files/c8/c8e9e47c-f570-49a8-870a-3f2293f5334c.pdf>

Performance Data section is at the back of this report.



World-class Customer Experience



World-class Customer Experience

Crown is renowned for its commitment to luxury and the unparalleled entertainment experience it offers to all visitors. There is a focus on delivering the best possible experience to customers to make their visit memorable. This is the key to maintaining the esteem in which Crown's brand is held and ensuring Crown's business is sustainable.

Crown aims to ensure that visitors experience exceptional service, in a safe and secure environment, where they can choose from a wide range of entertainment options.

Crown sets the standards for Australia's tourism sector; there is a focus on outstanding service, unparalleled hotel offerings, and providing a broad range of entertainment and world-class gaming experiences. Crown is focused on actively developing and marketing its brand and, in turn, Australia as a destination for tourists throughout Asia.

To provide a world-class integrated resort experience, Crown recognises you need to provide fantastic service as well as luxurious facilities. To ensure that every visitor receives the world-class level of service they expect, Crown's resorts have a highly skilled work force of approximately 9,200 on-site at Crown Melbourne and approximately 5,800 on-site at Crown Perth.

To ensure that each employee has been provided with the skills to deliver the level of service Crown's customers expect, Crown invests significantly in development and training.





Customer Satisfaction

Customer satisfaction is a priority of Crown. It is hoped that every customer who visits one of Crown's properties has an experience which exceeds their expectations.

Crown's Melbourne and Perth resorts are competing with some of the best hotels and entertainment experiences in the world. To continue to attract visitors, Crown must deliver a service experience in-line with the best service standards in the world. Therefore, Crown invests significantly in the training of its employees to ensure that they understand the customer experience they are expected to deliver, and importantly provide the quality experience expected of the Crown brand.

Accompanying the expectation of world-class service is an expectation of world-class facilities. From financial year 2009 until financial year 2016, Crown will have invested over \$2.8 billion in upgrading and expanding its two Australian resorts, ensuring they are able to compete with the best in the world.

Crown values the opportunity to receive feedback from its customers and provides many different feedback channels. The information provided through feedback channels allows Crown to better meet the requirements and expectations of its customers.

Feedback channels include the website, feedback forms in hotel rooms, feedback forms on the gaming floor, the opportunity to provide verbal feedback directly to employees, or written feedback via email.

Future Direction

Crown is currently looking into opportunities and approaches to engage with customers to measure overall customer service satisfaction.

World-class Customer Experience

Safety and Security

With more than 28 million visits per year, over 15,000 employees and more than 2,700 active contractors, Crown must provide a safe and secure environment for those who come to visit and those who are employed on the properties.

The health and safety of Crown's customers is a key focus of every aspect of the business. This commitment is also covered through various legislation, regulations and codes of practice. There were no incidents of non-compliance with these during the reporting period.

Crown's commitment to safety and security is supported by occupational health and OH&S programs which aim to protect employees, suppliers, customers and contractors by identifying hazards and minimising risks; dedicated first aid officers on site 24/7 in both Melbourne and Perth; as well as a suite of security measures that focus on protecting assets, preventing and detecting undesirable activity and managing any incidents.

At Crown Melbourne and Crown Perth, highly trained security teams are on site at all times. All security officers, supervisors and managers have undertaken extensive, accredited security training which includes an understanding of human rights, with regular on-going monitoring and refresher training. Crown's operational security employees are all licensed and registered.

The training of security employees includes:

- General patron management activities;
- Identifying and managing anti-social, violent and illegal behaviour;
- Performing activities related to protecting the integrity of casino operations; and
- Ability to manage fire safety systems, incidents and emergencies.

All Crown employees and contractors are trained and informed in correct security practices. This learning is refreshed through regular and on-going delivery of updated training.

Supporting Crown's security teams, a comprehensive closed circuit television (CCTV) system is in operation throughout Crown's facilities, complemented by duress alarms in selected areas.

In addition to security employees being trained in first aid, Crown has professional trained dedicated first aid officers who are on-site 24 hours a day, 7 days a week.

Crown senior management work closely with law enforcement agencies and other government related agencies to ensure any potential risk is appropriately managed and addressed, including risks associated with particular individuals who may visit Crown's properties. Any safety and security incidents are reported to Crown's senior management to ensure trends are identified and appropriate actions taken. Significant incidents are reported to the Crown Resorts Board.

Customer Privacy

Crown is dedicated to protecting the privacy of its customers and protecting their personal information. Crown aims to comply fully with relevant privacy legislation wherever Crown has systems and processes in place to support best practices in privacy protection across all areas of the business.

Crown Melbourne and Crown Perth have their own Privacy Compliance Programs that set out their commitment, processes and procedures for ensuring customer privacy is maintained in accordance with relevant legislation. Each Privacy Compliance Program details:

- Who is responsible for privacy compliance, including a dedicated privacy manager in Crown Melbourne and a privacy officer in Crown Perth;
- Privacy compliance audits;

- Management and employee training; and
- How Crown deals with privacy complaints and enquiries, including requests for access to, or corrections of personal information.

Privacy policies for both Crown Melbourne and Crown Perth are publicly available and canvass:

- How the venue collects, stores, uses and discloses personal information;
- Guidance on matters such as cross border disclosure of personal information; and
- Details of how privacy complaints and enquiries are dealt with.

Each venue also has a privacy compliance guide for employees which sets out in detail personal information handling practices required to be followed by all employees.

To ensure these systems and processes are working effectively, Crown conducts regular internal audits and reviews of Crown's compliance programs. If the results of reviews or audits identify any areas of non-compliance or where processes and procedures can be improved, then Crown will implement the necessary changes.

There have been no complaints substantiated from external organisations or regulatory bodies concerning breaches of customer privacy nor have any identified thefts, leaks or losses of customer data occurred.

More information

For information on Australian privacy legislation please go to the Office of the Australian Information Commissioner: www.oaic.gov.au/privacy

Our privacy policies and compliance guides are available at:

- Crown Melbourne Limited privacy policy available at <http://www.crownmelbourne.com.au/privacy-policy>
- Crown Perth privacy policy available at <http://www.crownperth.com.au/legal-information/privacy-policy>



Responsible Service of Gaming

Crown aims to be a world leader in the Responsible Service of Gaming (RSG), and Crown sees our legal requirements under various state government legislation as a minimum standard which Crown aims to surpass.

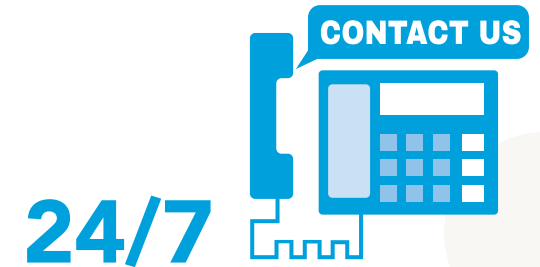
Crown allocates significant resources to raising awareness of responsible gaming, and to helping customers to successfully manage and enjoy their gaming at Crown. Crown's responsible gambling initiatives are focused on minimising the potential for risks for the small number of customers who may develop difficulties associated with their gambling behaviours and to support people to make informed decisions about their participation in gambling.

Crown's Responsible Gambling Code of Conduct (Melbourne) and Code of Practice (Perth) communicate Crown's commitment to ensuring that gaming is delivered in a responsible manner in Crown's properties. Responsible Gaming is overseen by a committee of the Crown Resorts Board. The Responsible Gaming Committee is chaired by an independent director and is charged with reviewing and monitoring Crown's RSG programs, recommending policies and procedures to enhance and support the effectiveness of those programs (including worldwide scans of RSG practices and initiatives) and promoting awareness of RSG issues.

Both Crown Melbourne and Crown Perth Crown have dedicated teams (the Responsible Gaming Department) to implement Crown's policies, programs and services and to monitor ongoing performance. All relevant employees, including Crown management, are trained in the responsible service of gaming both when they are inducted into the business and on an ongoing basis.

Both resorts also have purpose built centres from which a unique array of services and resources are available, including a dedicated and specially trained team of employees, managers and professionals such as Psychologists and a Chaplain (in Melbourne). The centres provide a focal point for interacting with customers who may need support, offering free professional support, assistance and referral, 24 hours a day, seven days a week.

In fact Crown Melbourne led the world when it set up its Responsible Gaming Support Centre (RGSC) in Melbourne in March 2002. Crown Perth established its Responsible Gambling Information Centre (RGIC) in 2009.



24/7

Crown's resorts provide
responsible gaming services



world first

Responsible
Gaming
Support Centre

NUMBER ONE

World-class Customer Experience

Need to talk?

**CONFIDENTIAL
SUPPORT AND
ADVICE**



Responsible Service
of Gambling Team
9362 7500

24-hour Gambling
Helpline 1800 858 858

 **responsiblegambling**

The RGSC and RGIC:

- Provide strategies to assist customers in managing their gambling behaviours, to foster responsible gambling and prevent difficulties from arising;
- Facilitate referrals to problem gambling and financial counselling support services and welfare organisations and provide contact with and information about these bodies;
- Ensure assistance and referral services are conducted on a strictly confidential basis;
- Have available Psychologists (Melbourne only) and other counsellors experienced in the field of problem gambling to assist customers and family members;
- Provide information regarding Self-Exclusion for customers who wish to exclude themselves from the Casino and manage Crown's Self-Exclusion Program;
- Provide information on the Play Safe Limits program (voluntary time and loss limit setting);
- Provide information on Player Activity Statements;
- Are able to access and provide information in selected community languages; and
- Provide a Chaplaincy Support Service (Melbourne only) for customers and employees.

The responsible gaming centres at both resorts are located away from the casino floor in a position that is close to the casino for ease of access yet at a distance and with a discreet façade that ensures privacy. Each responsible gaming centre comprises a reception area, counselling rooms, interview rooms, and an office area. The responsible gaming centres stock a wide range of information materials and contact details for problem gambling and other support service providers, many of which are available in languages other than English

Crown continues to develop innovative responses to RSG. Many of Crown's initiatives are recognised as global best practice. They include:

- The introduction of centres dedicated to responsible gaming programs and services;
- Specially trained responsible gaming employees available 24 hours a day, seven days a week;
- Providing strategies to assist customers in managing their gambling behaviours to foster responsible gambling and prevent difficulties from arising;
- Industry-leading voluntary pre-commitment (time and loss limit) program introduced at Crown Melbourne in June 2003 and Crown Perth in August 2010. The program, called 'Play Safe Limits', allows members of Crown's loyalty program to voluntarily set, in advance of play, individual time and spend limits relating to their gaming machine and fully automated table game (FATG) activity;
- Player Activity Statements, which provide Crown loyalty club members who play gaming machines and FATGs using their membership card with a summary of their activity;
- Self-exclusion, a legally-binding process, available to all customers 24 hours a day, seven days a week. Self-exclusion allows a customer to ban themselves from entering or remaining on the Casino floor at either Crown Melbourne or Crown Perth. Crown and its employees offer assistance by way of detection where possible and assistance in the event of a breach; and
- Referral to appropriate support services as required.

Crown has also been developing new approaches for the proposed Crown Sydney Hotel Resort. In 2013, Crown signed a Memorandum of Understanding with Mission Australia outlining a commitment to work together to provide responsible gaming support services at the proposed resort. Mission Australia will deliver some of these services and others will be delivered by Crown with guidance from Mission Australia.





Communication, Engagement and Training

Crown's culture of exceptional customer service extends to Crown's engagement on responsible gaming. Crown makes available a comprehensive range of RSG information, including brochures in languages other than English and where necessary, Crown makes interpreters available to assist in translations for customers. RSG material is displayed prominently throughout Crown's resorts in areas where customers are most likely to see it. A customer displaying observable signs of potential problem gambling behaviour will be approached by a Crown employee who will offer assistance and referrals to specialist support as required.

Crown's employee training on responsible gambling meets the Australian Quality Training Framework. Crown Melbourne's training also requires approval by the Victorian Commission for Gambling and Liquor Regulation (VCGLR), the state regulator. Training at both properties is subject to ongoing review and Crown aims to incorporate any proven initiatives or programs to maintain Crown's position at the forefront of responsible gaming.

In addition to RSG Training, Crown ensures employees are kept informed about Crown's RSG Programs, RSG information and information on what to do should they experience problems with their own gaming behaviours.

- No employee of Crown is permitted to gamble at the property. This is regularly communicated by the Compliance Department. Any employee located gambling at the property is subject to disciplinary action, including termination of their employment;
- Crown Melbourne also has available the Chaplaincy Support Service, a facility that is available to and is utilised by both employees and customers; and
- Crown provides an independent Employee Assistance Program for all its employees, a free and confidential service.

World-class Customer Experience



Players from the Melbourne Rebels and Melbourne Storm attending one of Crown's responsible gaming awareness events

Crown is also actively involved in a wide range of initiatives in this area. For example, Crown is a key supporter of the annual 'Responsible Gambling Awareness Week', a nation-wide initiative involving government, industry and community groups, which aims to raise awareness of the importance of gambling responsibly.

Crown participates in many government and community forums addressing the issues of responsible gaming, such as membership of the National Association of Gambling Studies, an organisation that aims to promote discussion and research into all areas of gambling activity. In Melbourne, Crown engages extensively with Gambler's Help, a government funded problem gambling and financial counselling support service and senior management have contributed to and been appointed as long-standing members of the Victorian government's Responsible Gambling Ministerial Advisory Council.

Crown Perth has a similar involvement with Gambling Help WA (GHWA), a fully funded problem gambling and financial counselling support service, and various other support services in the community.

Crown's Responsible Gaming Department regularly hosts national and international groups, including governments and regulators seeking information on Crown's expertise in the area of RSG.

Evaluation

Crown's efforts in this area are regularly reviewed and evaluated, including by outside organisations. In both Perth and Melbourne, Crown conducts internal audits on the operation of Crown's RSG programs and compliance with our RSG codes.

The ways Crown evaluates the effectiveness of Crown's approach are:

- An annual review of Crown Melbourne's Responsible Gambling Code, submitted to the regulator;
- Regular internal audits of the RSG Framework at both properties.
- Regular reviews of Crown's RSG training and self-exclusion program;
- Through the Crown Resorts Responsible Gaming Board Committee, reports of global initiatives and programs; and

- For Crown Melbourne, the VCGLR Casino Operator and Licence Review (every five years, with the most recent in June 2013).

Results of reviews and other evaluations are considered by senior management and opportunities for improvement are implemented as appropriate.

Crown Melbourne and Crown Perth are members of the National Association for Gambling Studies, an organisation that aims to promote discussion and research into all areas of gambling activity.





Speaker at one of Crown's responsible gaming awareness events

Future Direction

An emerging theme for researchers has been the use of player data as a possible indicator in identifying potential problem gamblers. There are many limitations in the use of data in this way, especially with still a dearth of research available. Crown has and continues to use data where relevant to assist in gaining a holistic view of a customer but not as a sole or initial predictor or indicator of potential problem gamblers.

Crown's view is that the predominant research continues to support the identifying and assisting of players that display 'observable signs' is the most reliable and effective way of assisting those players that may experience problems with their gambling behaviours. This is moreover the case at Crown where employees are trained and know what to do. Crown's view is further supported by RSG training and services provided at Crown.

Crown is considering this emerging theme with caution, and is currently reviewing ways in which this theme can be incorporated into Crown's current suite of responsible gaming programs and services.

In reference to the above, Crown will consider the use of player data by way of a trial in early 2015, followed by an evaluation of the effectiveness.

More information

Crown Resorts website: <http://www.crownresorts.com.au/our-contribution/commitment-to-responsible-gaming>

Crown Melbourne Responsible Gambling Code of Conduct – <http://www.crownmelbourne.com.au/responsible-gaming/1889/crown-responsible-gambling-code-of-conduct>

Crown Perth Responsible Gaming Code of Practice – <http://www.crownperth.com.au/responsible-service-of-gambling/about-responsible-service-of-gambling>

Crown Resorts Limited Annual Report 2014 – <http://www.crownresorts.com.au/CrownResorts/files/68/6857731f-4c85-457d-92b6-0a8a814dca03.pdf>

Crown Resorts Board Responsible Gaming Committee Charter – <http://www.crownresorts.com.au/CrownResorts/files/77/77e5aaff-bcbd-4c49-a027-cdb68a5158bf.pdf>

A Study of Gambling in Victoria – Problem Gambling from a Public Health Perspective, Department of Justice, September 2009 – http://www.responsiblegambling.vic.gov.au/_data/assets/pdf_file/0013/4027/Gambling-in-victoria-problem-gambling-from-a-public-health-perspective.pdf

VCGLR Casino Operator and Casino Licence Review (last review June 2013) – http://assets.justice.vic.gov.au/vcglr/resources/4c34823f-c998-40a3-99c6-f49bdabb22cf/report_fifth+casinoreview_finalreport_lo-res-version.pdf

Crown Melbourne Responsible Gaming webpage - <http://www.crownmelbourne.com.au/responsible-gaming>

World-class Customer Experience

Responsible Service of Alcohol

Crown takes its responsibilities to its customers seriously and that includes the responsible service of alcohol. At both Crown's Melbourne and Perth resorts Responsible Service of Alcohol (RSA) programs have been implemented that exceed minimum requirements of the conditions of each property's government licences.

Key features of Crown's RSA programs in Melbourne and Perth are:

- All employees who are involved in alcohol service receive accredited training in RSA;
- Key Performance Indicators for compliance with RSA regulations are set for all employees involved in serving alcohol;
- Customised RSA strategies for various venues in Crown's resorts and Crown branded signage developed to support Crown's approach;
- RSA Officers who are specifically responsible for monitoring the service of alcohol and including levels of intoxication
- Close working relationships with law enforcement agencies to support RSA approaches.

These efforts are underpinned by a robust compliance culture and a dedicated team of employees to manage this issue. Crown has in place detailed protocols to ensure that Crown's RSA obligations are met and to ensure the safety of employees and visitors to Crown's resorts. The protocols include:

- Refusing service of alcohol to customers considered to be intoxicated;
- Not knowingly allowing a person assessed as being in a state of intoxication to gamble or bet in the casino; and
- Ensuring any drunken or disorderly customer does not remain on the licensed premises.

Internal committees oversee the operation of Crown's RSA program, with the internal audit team conducting periodic audits. In both Melbourne and Perth, risk and compliance committees monitor significant RSA related incidents or compliance issues, and provide input into RSA strategies. There were no infringements issued relevant to RSA matters and regulations across both properties during the reporting period.

Engaging with the Community

Crown regularly meets with senior members of law enforcement agencies and Crown supports police presence at both our Melbourne and Perth properties.

In Melbourne, Crown voluntarily took measures to place private security services employees at the perimeter of the complex (particularly during peak periods) to maintain high standards of safety and reduce incidents of anti-social behaviour. This initiative has achieved positive outcomes which have been acknowledged by Victoria Police.

Crown Melbourne is an inaugural member of the award-winning Melbourne CBD Liquor Licensing Accord and the Melbourne Licensees Forum, which developed the 'Run a Better Venue' campaign, launched in August 2007. Crown Melbourne was also instrumental in establishing the Southbank Safety and Security Committee. This Committee is chaired by Victoria Police and is used by Victoria Police and the Melbourne City Council as a community consultative committee to deal with Southbank community risk issues, including RSA risks.

More information

Crown Melbourne RSA Policy: <http://www.crownmelbourne.com.au/rsa-policy>

Crown Perth RSA Policy: <http://www.crownperth.com.au/responsible-service-of-alcohol/about-responsible-service-of-alcohol>



Participants in a tour of Crown's responsible gaming facilities



Helping Customers Protect the Environment

Crown is committed to making meaningful contributions toward reducing its environmental impact by pursuing sustainable practices in all of Crown's operations. Crown's vision is to be the leader in sustainable business practice in the entertainment and tourism industry.

Crown believes this commitment is consistent with its objective of creating memorable customer experiences and enhancing stakeholder value.

Crown is pursuing this goal by helping customers and employees to understand the need to improve energy efficiency and water conservation, and more effectively manage the life cycle of materials and assets.

Crown continues to invest in a large number of sustainability initiatives to reduce its carbon emissions. From April 2012 Crown introduced a scheme, in partnership with the group Climate Friendly, to enable customers to offset emissions from their hotel stay, function or conference. When a guest voluntarily offsets their hotel stay, function, or conference event, Crown offsets their emissions by purchasing carbon credits in Tasmanian forestry projects. During the reporting period Crown's Carbon Offset Program achieved re-certification under the Australian Government's National Carbon Offset Standard (NCOS) – a first in the hospitality and tourism industry.

Crown is looking to expand the carbon offset scheme and customers education systems to Crown Perth.

Crown is also investigating opportunities to disseminate information about its customer environmental programs through external media.

 [More information](#)

Crown's Carbon Offset Program: <http://www.crownmelbourne.com.au/carbon-offset-program>

World-class Customer Experience

CASE STUDY:

Responsible Gaming Support Centre

Responsible Gaming at Crown

“Crown Melbourne’s responsible gambling program is among the best in the world.”

(Fourth Review of the Casino Operator and Licence 2008)



A similar message is utilised and found at Crown Perth as follows:



Crown Responsible Gaming Support Centre: +61 8 9362 7500
Problem Gambling Helpline 1800 858 858 (24-hour service)
Gambling Help WA +61 8 9325 5133 (Business hours)

The Crown Melbourne Responsible Gaming Support Centre was established in March 2002 in line with Crown’s commitment to responsible gaming. A world first, the Centre offers a range of services and programs to assist customers in gambling responsibly, and those customers who may be experiencing difficulties with their gambling behaviours.

The Centre opened with a number of services, including availability of the Responsible Gaming Liaison Officers (RGLOs) 24 hours a day, 7 days a week. RGLOs provide a range of services, including information for customers on responsible gaming strategies, referral to various help services, employee training and the self-exclusion program, where a customer can voluntarily ban themselves from entering casino gaming areas.

RGLOs work closely with the Centre’s Responsible Gaming Psychologists (RGPs). RGPs provide counselling for customers, employee training and formal and informal supervision of Centre employees.

In recognition that not all customers will avail themselves of RGP services, Crown Melbourne introduced a Chaplaincy Support Service in 2007. The service enables

people to seek guidance and peace in their own way and aims to be relevant to the particular problems and life situations of the individual.

For a customer seeking assistance with responsible gaming at Crown, many ways are available to contact Centre employees, including via the telephone or email, or in person. An initial interaction may also be via referral by Crown employees. The customer can discuss their individual circumstances with the RGLO, many of whom speak languages other than English or can arrange interpreters. RGLOs can provide information about Crown services such as RGP and the Chaplain, and will also provide contact details, or offer to make contact with, government funded support services. Other options include programs such as Play Safe Limits or Self-Exclusion, which customers can choose as an option, being able to make an informed decision using the extensive resources of the Centre.

Crown aims to make contact for customers with Crown’s responsible gaming services and programs to be as easy and barrier free as possible. All contacts are free and confidential and conducted in a respectful, professional and friendly way.

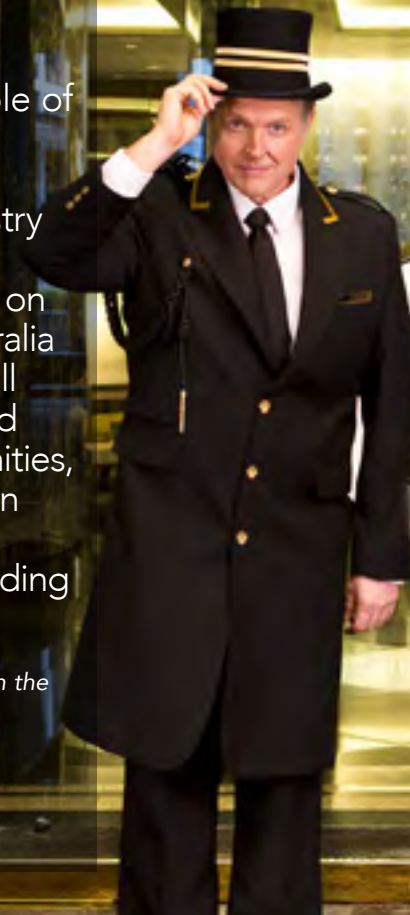


The Bigger Picture

The 'Australia in the Asian Century White Paper', while suggesting that the tourism industry develop greater luxury experiences to attract Asian tourists, singled out Crown's tourism offering as an example of what is required to succeed.

'Importantly, the tourism industry needs to develop culturally relevant products to capitalise on growing Asian interest in Australia as a tourist destination. This will mean developing sophisticated luxury urban tourism opportunities, such as those offered by Crown (Resorts) Limited, as well as showcasing Australia's outstanding natural beauty.'

Source: Australian Government, 'Australia in the Asian Century White Paper' (October 2012)





Supporting Australian Tourism

Crown has an unparalleled understanding of the tourism industry and has continued to successfully increase visitation to its two resorts despite the trends in the broader Australian tourist market. Crown's strong brand, market understanding, and marketing efforts throughout Asia help Victoria and Western Australia capture their share of the international tourist market.

In fact, Crown is one of Australia's top international tourism revenue generators. Around \$1.1 billion of Crown's \$3 billion revenue in financial year 2014 (approximately 37%) was estimated to be generated from international visitors. In 2014, Crown Melbourne was named the best integrated resort of the year in the International Gaming Awards, Crown Towers Australia's best hotel by both Luxury Travel Magazine and the Asia Pacific Hotel Awards and Crown is regularly recognised as one of Australia's best and most popular tourist destinations.

Crown contributes significantly to expanding Australia's tourism industry through its capital investment. To make sure Australia can continue to compete with the best hotels and resorts in the world, Crown is investing over \$2.7 billion between financial year 2009 and financial year 2016 in upgrading and opening new attractions at its Australian resorts. Testament to this investment is that Crown's Australian resorts are significant tourism destinations. In 2011, Tourism Research Australia's International Visitor Survey ranked Crown Melbourne as the third most visited tourist destination in Victoria for all international visitors and also for Chinese visitors.

Crown promotes Australia as a tourism destination throughout Asia and other parts of the world. Accompanying traditional marketing techniques, Crown also engages with key audiences through innovative marketing techniques such as sponsoring key sports

people in Crown's target tourist market, such as Chinese tennis champion Li Na, and sponsoring the Sydney Symphony Orchestra's tour of China in 2014.

Crown also partners with Australian government tourism organisations to do this, for example representatives from Crown attended Tourism Australia's functions at the World Travel and Tourism Council's forum in China.

Domestically, Crown is a member of the Tourism and Transport Forum of Australia, the peak industry group for the Australian tourism, transport and aviation sectors, who advocates the public policy interests of the sector.

Other significant tourism and hospitality organisations in which Crown plays an active role are:

- Melbourne Convention Bureau;
- Tourism Council of Western Australia;
- Meetings Events Australia;
- American Chamber of Commerce;
- Australia Israel Chamber of Commerce;
- the Australian Hotel Association;
- Australian Entertainment Industry Assoc.;
- Foodservice Industry Australia;
- Chinese Chamber of Commerce and Industry - Perth
- Japanese Chamber of Commerce and Industry; and
- Restaurant and Catering Associations.



The Bigger Picture

Contribution to the Australian Economy

This year, Crown engaged ACIL Allen Consulting to conduct an independent assessment of the economic contribution made by Crown. In its report they estimated the direct economic impact to Australian real GDP of Crown's Australian resorts is up to \$4.5 billion, with Crown Melbourne contributing up to \$3.1 billion and Crown Perth contributing up to \$1.4 billion.

Significantly, Crown is one of the largest taxpayers in Australia, contributing around two-thirds of its pre-tax profits, or approximately \$590 million, to State, Federal and local governments in financial year 2014.

While around 15,000 people work at Crown's Australian resorts, ACIL Allen estimates that the direct and indirect full time employment impact associated with Crown's resorts is estimated to be up to 26,000 people in the Australian economy.

Crown supports the livelihoods of its employees and suppliers and Crown's presence attracts other businesses which operate within Crown's properties or in the neighbourhood. For example, Crown Melbourne has 110 local businesses co-located on the property including restaurants and retail shops. Our own restaurants use predominantly local produce, with a significant network of local suppliers.

Supporting Development of the Services Sector

Crown's Melbourne and Perth resorts are competing with some of the best hotels and entertainment experiences in the world. To continue to attract visitors, Crown must deliver a service experience in-line with the best service standards in the world.

Therefore, Crown invests significantly in the development of its employees to ensure that they understand the customer experience they are expected to deliver, and importantly provide the quality experience expected of the Crown brand.

In financial year 2014, Crown's two Australian colleges provided approximately 450,000 hours of training, a considerable amount of which was in service provision and skills to ensure Crown's employees can perform their roles to the best of their ability.

To provide the best customer service experience, Crown is always updating and improving the Crown training programs. This in turn is transferring these skills to Crown's workforce, which is contributing to the development Australia's service sector

Future Direction

Crown is always looking to improve the quality and relevance of training it provides, as such, regular reviews are undertaken on all training programs to ensure they are meeting the standards required.



Environmental Responsibility

This year Crown increased its environmental action across its Melbourne and Perth resorts, working towards its goal of being the leader in sustainable business practice in the gaming and entertainment industry.

Crown acknowledges that climate change is already having devastating impacts in countries around the globe and urgent action is required. Crown embraces its responsibility to the environment and recognises, the unique contribution Crown can make to a sustainable future. Crown achieves this through minimising its environmental foot print through sustainable management of resources including energy, water and materials.

The total reduction in carbon emissions at Crown Melbourne during the financial year was equivalent to powering

560

homes



16%



reduction in greenhouse gas emissions resulting from energy efficiency project at Crown Metropol Melbourne



The Bigger Picture

Crown's focus is on three major areas - energy efficiency, water conservation, and life-cycle management. Despite an overall increase in business activity on both sites, this year Crown achieved reductions in Greenhouse Gas (GHG) emissions of 7.2%, a decrease in water consumption of 3.8% and an increase in recycling rates of 7.9%.

The following 3 graphs below show a significant drop in GHG emissions over the last 4 years irrespective of which metric is used.

Environmental Management

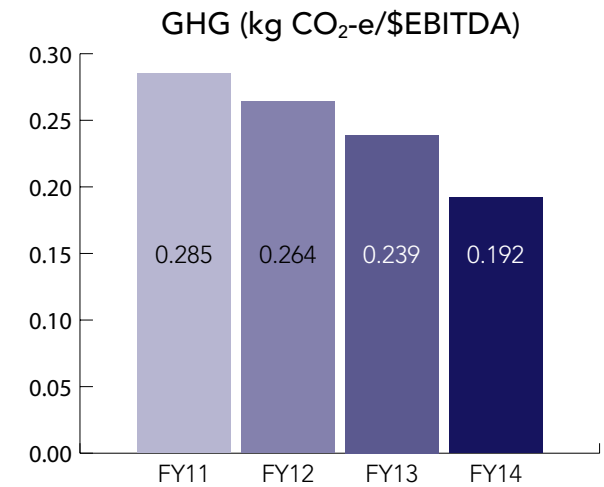
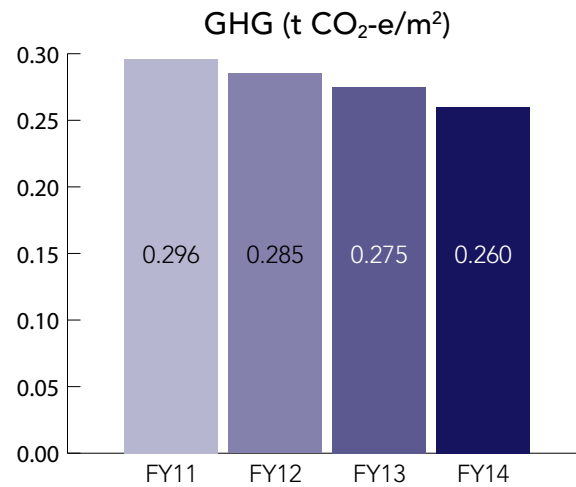
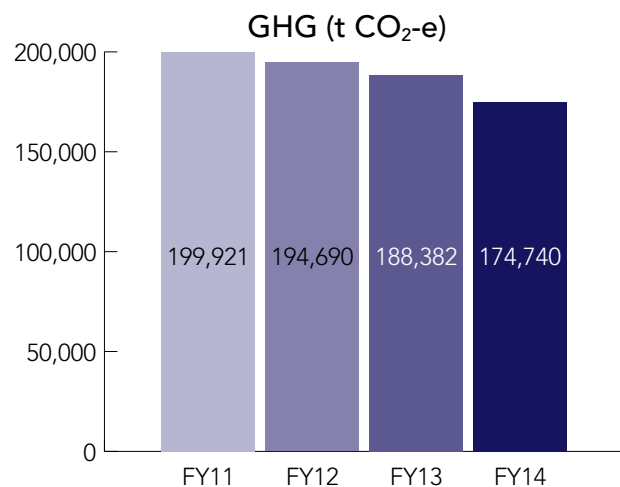
The Crown Resorts Board has ultimate responsibility for environmental matters relating to Crown's business. Two committees of the Board have a mandate that extends to monitoring environmental issues – the Corporate Social Responsibility (CSR) Committee and the Risk Management Committee. Both the CSR Committee and the Risk Management Committee regularly report to the Board.

The Crown Environment Policy sets out an overall framework and approach to minimising Crown's environmental impacts. Crown's environmental vision and strategy are supported by the executive management and communicated to all levels of management and front-line employees.

Operations

Both Crown Melbourne and Crown Perth have adopted an Environmental Management System (EMS) in line with ISO14001 guidelines. The EMS provides a framework for monitoring and managing Crown's environmental impact. The two properties have also established Environmental Committees with representatives from each business unit to assist in monitoring and managing environmental performance and identify improvement initiatives.

Environmental initiatives are incorporated into Crown's business decision making, contract negotiation, procurement criteria, and training and education programs for employees. Environmental considerations are included in the evaluation of new projects and relevant employees are also assigned key performance objectives covering performance of plant and equipment and reduction in energy consumption.



Greenhouse Gas emissions are calculated using factors stipulated under the National Greenhouse and Energy Reporting (NGER) Act 2007.



All potential suppliers and contractors to Crown are required to provide information on their environmental credentials and performance of their product or service when they register their interest in participating in a tender. Information such as the EMS of the company, energy efficiency of their products and how they will assist Crown in achieving its environmental goals are then incorporated into the supplier assessment. The progress and achievements of the project is then communicated to employees via educational programs including on-line induction programs, formal training of relevant employees and internal forms of communication.

Monitoring, Reporting and Verification

At both resorts, Crown has invested in a comprehensive monitoring and reporting system which provides live data for measuring electricity, natural gas and water consumption throughout both properties. This enables resource-saving initiatives to be identified and their improvements tracked as they are implemented. Providing customised time-of-use data to each of the business units is critical to enabling a process of continuous improvement for environmental performance into the future.

Crown receives monthly reports for transport energy, waste generation and effluents discharged, which are then incorporated into Crown's financial reporting systems, reviewed by senior management on a monthly basis and reported to the Executive on an annual basis along with all other environmental performance data.

Crown currently does not have sufficient data collection systems in place for material consumption, however, this is an area that Crown wishes to focus on in the near future.

During the reporting period, Crown reported under the following two Australian Government environment reporting mechanisms:

- National Greenhouse and Energy Reporting Act 2007 (NGER)
- Clean Energy Act (2011)

As part of its commitment to environmental sustainability, Crown participated in the Carbon Disclosure Project (CDP) for the fifth year running and volunteered for this to be made publicly available. The CDP is run by an independent not-for-profit organisation which holds the largest database of corporate climate change information in the world (refer to www.cdproject.net).

Both Crown Melbourne and Crown Perth conduct annual internal audits of all environmental data before being submitted under the above reporting mechanisms.

Partnerships

As well as the internal programs, Crown proudly participated in a number of externally organised programs, including the global Earth Hour when Crown turned off all non-essential lighting, Clean-up Australia Day, and World Environment Day.

To help reduce the environmental impact of product packaging, Crown Melbourne renewed its commitment as a signatory to the Australian Packaging Covenant. The covenant is a voluntary initiative by government and industry to reduce the environmental effects of packaging on the environment. Crown Melbourne is also a signatory to the Waste-Wise Network, the City of Melbourne's 1200 Building Program and the Energy Users Association of Australia. Crown Perth is a member of the Sustainable Environment Association of Australia.

Energy and Emissions

Climate change is one of the most pressing concerns the world currently faces, directly impacting human health and livelihoods. Consumption of energy contributes to the excessive accumulation of greenhouse gases in the atmosphere causing drought, heatwaves, sea level rises, storms and floods, resulting in economic damage to infrastructure, agriculture and tourism. Energy consumption also results in disturbance to land including soil, flora and fauna, resource consumption of a non-renewable resource (fossil fuels), a reduction in air quality and a reduction in water quantity and quality.

As described in the above section, Crown consistently monitors and reports on its energy consumption and GHG emissions across both properties to identify areas for improvement. Despite increasing business activity across the Melbourne and Perth properties, this year Crown achieved a 7.2% reduction in GHG emissions compared to financial year 2013.

Achieving this outcome has been challenging because Crown's businesses run 24 hours a day, 7 days a week, involve large numbers of people, both employees and visitors, and are focussed on providing a seamless luxury customer experience.

All of Crown's energy efficiency projects during the reporting period resulted in abating more than 6,800 tonnes of carbon dioxide, the equivalent to removing 1,700 cars from the streets. The energy saved could power more than 560 homes¹.

Over the past four years Crown Melbourne has undertaken a complex-wide energy efficiency upgrade project that has reduced total GHG emissions by 26,500 tonnes of carbon dioxide (16.8%) and GHG intensity by 28.9% per \$EBITDA and 17.8% per metre squared. This reduction is equivalent to powering 2,200 homes or taking 6,600 cars off the streets¹.

1. Calculation based on EPA provided figures of 12 tonnes GHG per year for households and 4 tonnes GHG per year for cars <http://www.epa.vic.gov.au/~media/Publications/1267.pdf>

The Bigger Picture

The project involved retrofitting 85,000 lamps and 1,200 sensors, optimising the IT system serving 2,300 workstations, adopting energy efficient control strategies for 2,900 air handling units and retro-commissioning the largest thermal plant in the southern hemisphere to match thermal load conditions and run plant at its optimum level of efficiency.²

At Crown Perth, energy saving initiatives include:

- Replacing 15,000 lights with more efficient LED types²;
- Upgrading Crown Perth Metropol Hotel's architectural façade lighting with more efficient LED colour changing light fittings; and
- Scheduling lighting in convention areas to match events and reviewing restaurant and office areas to match operational requirements.

These initiatives have reduced lighting consumption by 80% as well as reducing the materials required for lighting replacement due to the extended life of the equipment.

CASE STUDY: Crown Metropol Melbourne Upgrade

An upgrade of the Crown Melbourne Metropol Hotel, completed in March 2014, aimed to reduce emissions by 2,000,000kg of carbon dioxide, which amounts to a 16% reduction². To achieve this, Crown replaced more than 6,000 lights with LED technology, optimised heating, cooling and ventilation control, and improved housekeeping and maintenance procedures. The project was undertaken over a period of 18 months.

By investing in smart engineering to uncover energy savings within Crown's lighting, heating ventilation and air conditioning, and information technology systems, Crown achieved a demonstrable, measurable and repeatable outcome, with significant savings for a reasonable capital investment. The success of the energy upgrade project proves that energy efficiency can be achieved in the most complex environments with no adverse impact on business objectives.



Transport

Crown owns and operates a number of vehicles in Melbourne and Perth and Crown also own jets that are used to transport customers to and from the property. This information is provided in the Performance Data section. Crown currently does not record the environmental impact of the domestic and international commercial airline travel undertaken by Crown's employees but hope to be able to report on this in the future.

Water Conservation

Excessive water consumption can lead to detrimental environmental impacts such as building more dams, maintenance of infrastructure, erosion, salinity, desertification, and degradation of water bodies. Crown consistently monitors and reports on its water consumption across both properties to identify areas for improvement.

Since 2010, Crown Melbourne has invested in a number of water efficiency projects, resulting in significant water consumption savings. Its water-recycling system generates 1.4 million litres of recycled water a year which is used for toilet flushing and this year Crown expanded its rainwater harvesting system to a total capacity of 300,000 litres. These systems are estimated to save 6 million litres of drinking water every year. Crown has also upgraded more than 500 shower heads, 400 taps and 140 toilets to make them more resource-efficient³.

Crown Perth also has a strong focus on water conservation. Its water saving initiatives include 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 Metropal Perth hotels.

Crown Perth was also awarded a Bronze award from the Water Corporation for conserving between 10 to 25% of water in both the Crown Perth Promenade and the Crown Perth Metropal hotels³.

Life-cycle Management

Crown is actively working with its suppliers, employees, customers and waste management contractors to improve the way in which products Crown uses are made and distributed, consumed, and disposed. Crown takes a Life Cycle Management (LCM) approach that looks at impacts across the whole life cycle of a product or service with the aim of moving to more sustainable consumption and production patterns.

Consumption of materials and the associated disposal of waste results in environmental impacts such as climate change (due to GHG emissions), disturbance to land including soil, flora and fauna, a reduction in air quality (due to sourcing of raw materials, manufacture and transport of products), a reduction in water quantity and quality, and a reduction in land quality or quantity (due to landfill use).

Material Consumption

Crown does not currently have a rigorous reporting system in place for recording and monitoring the impact of its consumption of materials. This is an area Crown is aiming to build upon in the near future.

However, Crown is currently a member of the Australian Packaging Covenant (APC), which assists in working with suppliers to better manage the impacts of the packaging used in Crown's operations. As identified in Crown's APC report, over the coming year Crown aims to:

- Implement the Sustainable Packaging Guidelines for design and procurement of packaging by: obtaining data on existing Crown branded packaging and commencing discussions with suppliers of other materials and obtain data;

- Implement a policy to buy products made from recycled packaging by commencing discussions with suppliers and obtaining data;
- Implement formal processes for working with others to improve design and recycling of packaging by commencing discussions with suppliers to identify barriers and opportunities;
- Demonstrate other Product Stewardship Outcomes by reviewing feasibility of including take-back and recycling of packaging in supplier's contracts; and
- Reduction in the number of packaging items in litter by continuing its employee awareness campaign to increase recycling diversion rates.

Cooking Oil Management

In late 2013, Crown assessed the whole-of-life cycle management of its cooking oil use. It was identified that if Crown, in partnership with a supplier, set up a bulk oil delivery and recovery centre on the Melbourne property, Crown would be able to:

1. Eliminate waste by removing heavy drums and bags of oil.
2. Improve OH&S across the business by removing unnecessary lifting and slippery surfaces.
3. Reduced impact on the environment by removing tins and cubes that otherwise may have ended up in landfill as well as recycle the used oil which could be converted into biodiesel or stockfeed.

Crown awarded the management of oil (delivery to site, delivery to outlets, filtration and removal) to Cookers as they were well equipped to meet all of Crown's objectives. Since the introduction of Cookers to the business, Crown has seen a 20% reduction in the oil consumed due to improved visibility and management of the oil life.

The success of this program has provided an opportunity for the tenanted restaurants to leverage the learnings and infrastructure that Crown and Cookers have achieved.

3. Figures provided are estimates only

The Bigger Picture

Waste Management

Crown receives monthly reports detailing the quantity of waste for each waste stream identified, which are then incorporated into Crown's financial reporting systems, reviewed by senior management on a monthly basis and reported to the Executive on an annual basis.

Crown's recycling systems expanded again at both properties during financial year 2014 and the overall recycling rate increased by 7.9%. Crown currently recycles soft plastic, green waste, polystyrene, e-waste, food, metal, fluorescent tubes, batteries, oil, CDs, DVDs, corks, mobile phones, metal, wood and gaming cards.

In March 2014, Crown Melbourne joined an Australian-first initiative to recycle cigarette butts across the property. Crown Melbourne collects the cigarette waste from VIP and external areas and then sends it to an

external company (Terracycle) that converts the waste to recycled plastic items such as containers and ash trays.

At Crown Perth, a complex-wide recycling program, including a food waste recycling program, allows the property to annually divert from landfill by more than 80% of waste (approximately 5,000 tonnes), reducing carbon dioxide emissions by approximately 2,500 tonnes each year. This has been achieved by identifying a new waste facility that has a process of extracting food waste from the putrescible waste stream.

In future, Crown is keen to explore opportunities to expand its existing electronic waste, garments and soft plastic landfill diversion schemes.

Future Direction

Although Crown is making progress on its environmental goals, there remain opportunities to improve, including those involving the environmental impact of transport and materials consumed at Crown's resorts. This includes the following:

- Recording domestic and international commercial airline travel undertaken by Crown's employees
- Recording materials used by weight or volume and percentage of recycled content;
- Increasing the percentage of materials used that are recycled input materials; and
- Working with suppliers to reduce the environmental impact of products and services.



More information

The CSR Board Committee charter <http://www.crownresorts.com.au/corporate-governance/charters>

The Risk Management Committee charter <http://www.crownresorts.com.au/corporate-governance/charters>

Crown's Environment Policy <http://www.crownresorts.com.au/corporate-governance/policies>

National Greenhouse and Energy Reporting <http://www.cleanenergyregulator.gov.au/National-Greenhouse-and-Energy-Reporting/published-information/greenhouse-and-energy-information/Pages/default.aspx>

Australian Packaging Covenant Action Plan <http://www.packagingcovenant.org.au/signatories.php>

Performance Data at the back of *Our People* section.

Crown looks to make a valuable contribution to the economies and communities in which it operates, recognising an obligation to all of its stakeholders.



CASE STUDY: Uniform Reuse Program

The Wardrobe Department at Crown is responsible for the uniforms of over 5,500 employees across the property, including Hotels, Food & Beverage, Gaming and Support Services. We stock over 500 different styles of garments, with an inventory count of 140,000 individual items.

Every year, thousands of garments need to be disposed of as they are damaged, have become worn out, and/or items are obsolete with style change. Due to some fantastic programs run in conjunction with various charities, we have managed to eliminate a significant amount of waste as stock can be utilised by the charities rather than going into landfill.

Each item that is no longer suitable for use at Crown is assessed by our Wardrobe team. It is their responsibility to assess the optimal method of disposal. If the garment is fit for reuse, it is donated to a program through one of our major uniform suppliers; PC Corporate in conjunction with Rotary - Donations in Kind. This program is run by volunteers who are responsible for shipping donated products and materials to countries around the world. Many of our old uniforms go through this process and end up in East Timor helping those in need. Last year Crown donated over 11,000 garments through this program.

Any items that are too damaged to be worn are recycled as rags and donated to a company called Southern Cross Recycling. They focus on creating and supporting jobs for people with disabilities and improving the quality of life for people in poorer global communities. Southern Cross' other major objective is to save resources and reduce environmental degradation by diverting reusable and recyclable goods from landfill. Crown has only

recently formed the partnership with Southern Cross Recycling, however there have been some fantastic results already with over 900kg of old uniforms able to be recycled and saved from landfill in December 2014 alone.

Further information on these programs can be found at their respective websites:

Donations in Kind - www.rotarydik.org

Southern Cross Recycling - www.southerncrossrecycling.com.au



Donating former Crown uniforms through PC Corporate and Rotary - Donations in Kind



The Bigger Picture

Supply Chain Management

Crown's Australian resorts procure in excess of \$1 billion in goods and services per annum from 6,500 small and large businesses. The majority of these suppliers are Australian, varying in size and scale from large local telecommunications businesses to local Indigenous vendors.

A high proportion of Crown's fish and meat, and fruit and vegetable supply comes directly from Australian suppliers and growers. These products vary from Australian tiger prawns from Queensland, salmon out of Tasmania to wagyu beef out of the Limestone Coast in South Australia. In each of Crown's Australian resorts, customers will find a higher proportion of wine varieties from their states, including the Yarra Valley and Mornington Peninsula at Crown Melbourne and a higher proportion of wines from the Margaret River at Crown Perth.

Crown Resorts through its procurement activities places significant importance on driving local and/or Indigenous supplier relationships.

Crown views its suppliers and other business partners as extensions of its own business, and therefore recognises its ability to share ideals and values with its suppliers.

Procurement Strategy and Policy

Crown has a procurement policy which ensures that the procurement of all goods and services is conducted in an honest, competitive, fair and transparent manner that delivers the best value for money outcome, whilst at the same time protecting the reputation of Crown. The policy requires us to consider environmental, regulatory and social impacts when choosing suppliers.

Crown conducts risk assessments of its potential suppliers using a framework to identify and proactively control the risk of contracting to inappropriate suppliers. Crown uses Ethical Sourcing Standards to set out Crown's expectations for suppliers. These standards canvass issues including:

- Bribery and corruption;
- Labour rights;
- Freedom of association;
- Working conditions are safe;
- Child labour;
- Involuntary labour;
- Living Wages;
- Working Hours;
- Discrimination;
- Harsh or Inhumane treatment;
- Entitlement to work or immigration;
- Sub-contracting; and
- Environmental compliance.

Through careful selection of trading partners and suppliers, Crown is able to drive compliance to minimum employment standards in other businesses, and the reputation and operational practices of suppliers forms important criteria when assessing partners for procurement purposes. Crown is currently unable to report the percentage of suppliers screened using these criteria, however, we are assessing upgrades to our reporting systems to achieve this.

Crown has not yet extended its supplier assessments to second or third tier suppliers. However, Crown is currently reviewing and developing its procurement policy and Crown aims to address this in the next reporting period.

Code of Conduct

Ethical and Fair Dealing

Prior to participating in a Crown tender, it is a mandatory requirement for stakeholders, suppliers and procurement personnel to sign off their acceptance to the Crown Code of Conduct Policy. This is to ensure that all parties have read and understood Crown's policy and guidelines to ensure the tender is conducted in a fair and ethical manner.

Consideration of CSR Objectives

During the tender process, Crown has adopted mandatory requirements for suppliers to provide guidance and documentation surrounding their CSR plans as they relate to the goods and/or services they are tendering. This is then reviewed and approved by internal stakeholders to ensure they are in alignment with Crown's CSR objectives.

Local Suppliers

Crown gives preference to partner with Local, Indigenous and/or Australian based businesses for its procurement of goods and services. Australia has an abundance of high quality, technologically advanced, and capable suppliers to fulfill Crown's procurement needs. Due to the varying nature of Crown's business coupled with the changing demands and complexity of supply, a significant proportion of Crown's existing supply base is located within 50kms of Crown's properties.

Crown procures a wide variety of goods and services providing significant opportunities for Australian based business to partner with Crown. Taking the food category





as an example, Crown purchases over \$80 million of food and food ingredients from almost 100 different businesses. Within this spend the top 12 suppliers represent just under 65% of the purchases. Each of those top 12 suppliers are Australian owned and operated businesses with 9 of the top 12 being family owned businesses.

Indigenous Suppliers

Using the learnings and employment success with Crown's Indigenous Employee Program, in 2013 as part of the RAP, Crown procurement committed to developing a program to provide Indigenous suppliers opportunities to supply Crown. To that end, on assessment of tenders, Indigenous engagement forms part of Crown's formal decision process. In addition to developing direct opportunities at Crown for indigenous owned and operated businesses, Crown is also communicating to its supplier network our commitment to the RAP, providing awareness and also seeking to encourage other businesses to establish similar initiatives. In 2014, Crown held 2 supplier briefings (1 in Melbourne, 1 in Perth) to inform suppliers about Crown's RAP. Almost 200 organisations attended and the level of engagement with suppliers was strong.

Developing Small Business

Much of the investment in training Crown makes for its employees is also relevant to many of our small suppliers. Suppliers with employees on-site must adhere to Crown's OH&S requirements and have access to Crown's OH&S training modules for the latest developments in this area.

Crown also works with many of its smaller suppliers to understand their own businesses better to help their businesses become more efficient. During the year Crown has assisted a number of smaller suppliers to better understand their own internal logistics to facilitate a reduced number of deliveries, thereby saving the associated transport costs.

Promoting Crown's Values

Crown's key process for promoting its values to suppliers is through a Supplier Relationship Management Program (SRMP), which has been developed and introduced in 2014. The SRMP provides a formal process for assessing supplier performance in relation to all measurable contracted outcomes, including CSR objectives. The process also provides an effective forum for exploring improvement opportunities whether they be to reduce Crown's waste or improve recycling rates, allow the introduction of new technologies in Australia or promote Crown's RAP on a one-to-one basis.

Future Direction

Key objectives with the supply chain are to:

1. Expand Crown's supplier assessments to identify opportunities within the second and third tiers of Crown's supply chain
2. Invest in a system to more effectively capture data about Crown's suppliers to identify further opportunities to support and develop local small businesses
3. Expand Crown's SRMP to responsibly exercise its influence on suppliers to achieve positive outcomes.

CASE STUDY: Indigenous seafood supplier

Through Crown's RAP commitment, Crown has committed to develop a strategy to engage suppliers with the intent to:

- Increase Indigenous employment; and
- Include Indigenous owned businesses in their supply chains.

In March 2014, Crown F&B Procurement was approached with the opportunity to engage with an Indigenous supply chain, specifically, supplying Southern Rock Lobster. The supply chain starts in Gunditjmara Country (Portland, Victoria) with Silver Eels Fishing & Charters catching the live product in Bass Strait and returning them to port on a daily basis. Silver Eels Fishing & Charters is 100% Indigenous owned and operated and employs Indigenous people from the area.

The lobster is continued through SRL Direct, where the lobster is picked up as soon as the boat arrives to port and then transported from the wharf to the restaurants within 5 hours of being caught. SRL Direct is also 100% Indigenous owned and operated and gives rise to further local Indigenous employment.

This supply chain has been established on the principle of Self Determination and has led SRL Direct to win a 4.5 tonne contract on an equal and competitive basis, while continuing to meet all of Crown's food and safety standards.

On-boarding

To enable Silver Eels and SRL Direct to become Crown suppliers, Crown applied many of the learnings and cultural awareness obtained from the Indigenous Employment Program. Crown was clear in its expectations, worked to facilitate relationships and worked with Silver Eels and SRL Direct to overcome certain challenges specific to many Indigenous businesses.

Quality Improvement

The Southern Rock Lobster is one of the most sought after species of Lobster, around the world, that is found in abundance from the cool waters of Tasmania right up to east coast of South Australia. Through this initiative, Crown premium restaurants have access to the freshest Southern Rock Lobster within hours of it being fished. This means that Crown restaurants are able to serve fresher and better tasting lobster than Crown was able to previously.

Future Opportunity

As custodians of the land, Indigenous suppliers offer Crown the ability to obtain produce from sustainable sources. Crown is working with SRL Direct to look at purchasing new species of live sustainable seafood in 2015 that will give Crown restaurants a competitive advantage in range, quality and price. Crown continues to support the relationship through operational assistance and guidance, essential in delivering successful outcomes for Silver Eel Co. Additionally, Crown Procurement is also using its skills and knowledge in supplier development that will allow SRL Direct to grow its business.

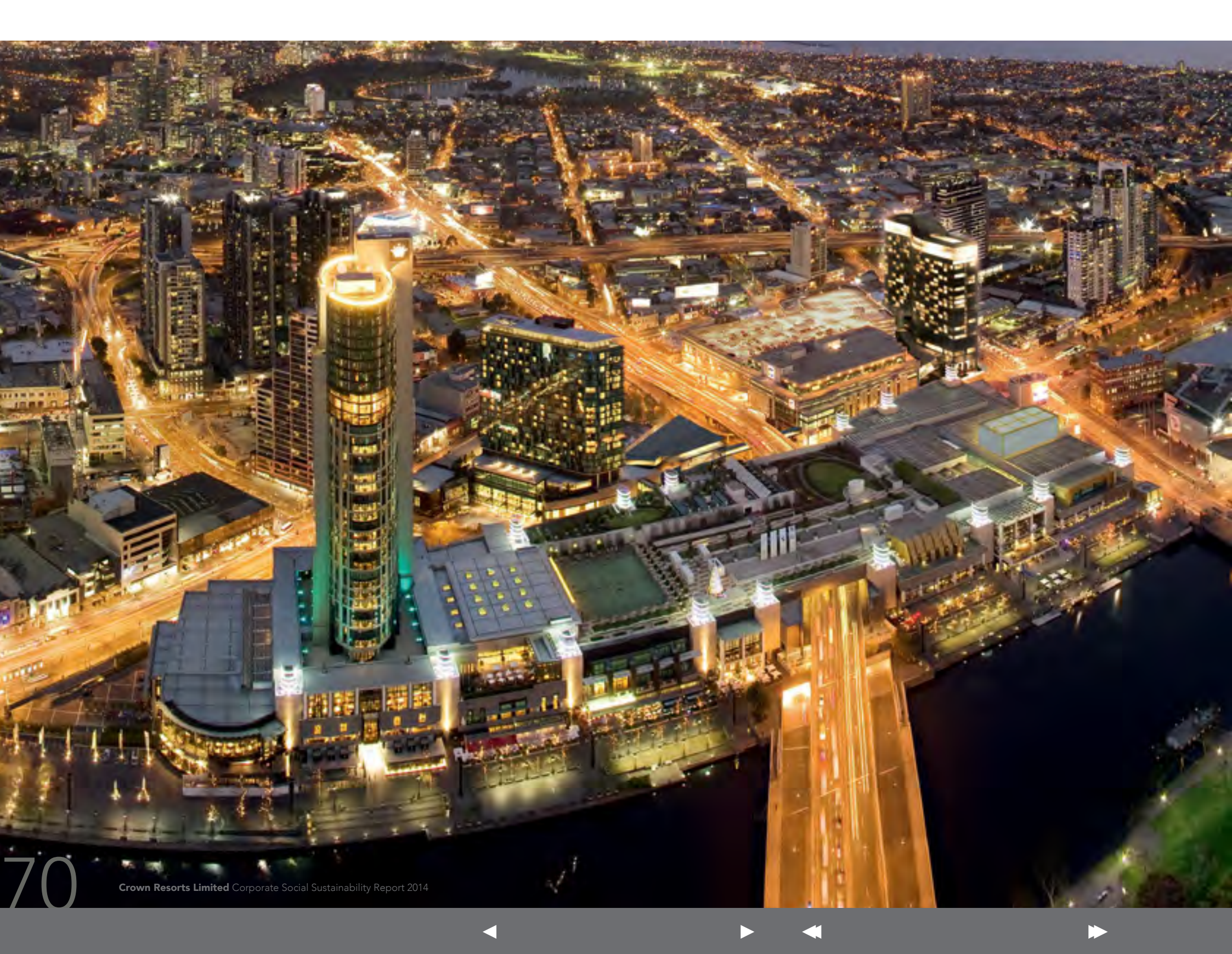


Responsible and Ethical Behaviour



Crown culinary trainees and chefs participating in an industry competition





A culture of responsible and ethical behaviour underpins all Crown's activities, providing the foundation for business success.

A strong corporate governance framework supports the management of the business. Crown follows the best practice recommendations set out by the ASX Corporate Governance Council Principles and Recommendations.

The Crown Resorts Board is responsible for guiding Crown on behalf of its shareholders and (in conjunction with management) for identifying areas of significant business risk and ensuring arrangements are in place to adequately manage those risks. Crown's senior executives have responsibility for the day-to-day management of the operations and administration of Crown.

The Chairman of Crown, Mr James Packer, also acts as an executive of the Crown group. The Chairman sits on a number of Crown subsidiary Boards as well as acts as Co-Chairman of Melco Crown Entertainment Limited, Crown's investment in Macau.

Crown has appointed executive level positions with responsibility for among other things, environmental and social topics. Those roles report ultimately through to the Crown Chief Executive Officer. In addition, the people occupying those roles are involved in briefing relevant Board Committees who then report through to the full Crown Resorts Board. Crown's appointed executives with responsibility for environmental and social topics maintain relationships with a number of stakeholders including industry bodies. Where appropriate, reports are provided to the Board via the Corporate Social Responsibility Committee or to the Chief Executive Officer.

A performance evaluation of the Board and of its Committees is undertaken annually, following completion of each financial year, by way of a questionnaire sent to each Director. Should the evaluation process raise performance issues in relation to the governance of economic, environmental and social topics, the Nomination and Remuneration Committee would take appropriate action.

Regulatory Oversight

Crown Resorts' Australian casinos each operate a compliance department tasked to manage the development, promotion and supervision of the Company's compliance program. Each casino is closely regulated by a gaming and liquor Commission in its respective state, which oversees the gaming and liquor regulatory requirements mandated by robust legislation, regulations and other relevant laws. Liquor regulation exists to ensure harm minimisation associated with the provision of alcohol. Casino regulation exists to ensure that gaming is conducted honestly and that the management & operation of the casino remains free from criminal influence & exploitation. Reputable casino operations have legislative regimes and some form of internal control regime to provide:

1. Certainty of operations;
2. Public confidence; and
3. Systems to protect the return on investment.

Ethics and Integrity

As a listed public company in one of the most highly regulated industries in the world, Crown and its two Australian properties have well developed probity and compliance processes in place which are undertaken by senior management and overseen by the Crown Resorts Board and its Committees. Crown is subject to the continuous disclosure and regular reporting regimes mandated by the Corporations Act and by ASX as well as being subject to the rigorous gaming compliance and probity requirements of the State-based gaming regulation of a number of jurisdictions.

Crown has established separate Codes of Conduct that outline the standard of ethical behaviour that is expected of its Directors and of its employees at all times. The Code of Conduct for Employees is a detailed statement of the:

- Practices required by employees to maintain confidence in Crown's integrity;

- Legal obligations of employees and the reasonable expectations of their stakeholders; and
- Responsibility and accountability of individuals for reporting and investigating reports of unethical practices

More information

Crown's Code of Conduct for Directors and Code of Conduct for Employees: <http://www.crownresorts.com.au/corporate-governance/codes>

Corporate Governance Statement on Page 33 of 2014 Annual Report: <http://www.crownresorts.com.au/investorsmedia/annual-reports>

Anti-Corruption

Crown recognises that corruption reduces the efficiency of its business, increases inequality and can have devastating consequences on Crown's brand and reputation. Accordingly, Crown has taken steps to protect its businesses against bribery and corrupt acts.

Crown has adopted a formal Anti-bribery and Corruption Policy which details Crown's policy concerning acts of bribery and corruption.

Crown takes a zero tolerance approach to bribery and corruption by any officers, employees, third-party representatives or business partners.

Crown's Anti-bribery and Corruption Policy requires that Crown not, either directly or indirectly, solicit, encourage or accept any form of bribe from anyone, including a business partner, a supplier, a customer or fellow employees as an inducement for business, information or any other purpose. As part of the development of the policy, Crown undertook an extensive risk assessment exercise. With the assistance of an external consultant, Crown carried out detailed local risk assessments in each of the jurisdictions in which Crown operates as well as potential new jurisdictions.

Responsible and Ethical Behaviour

The risk assessment process identified the significant risks related to corruption for the Crown group. High level risks have been reflected in Crown's Anti-bribery and Corruption Policy and operation-specific risks have been raised and considered at workshops and employees training sessions.

The Crown Resorts Board is fully committed to the implementation of a zero tolerance Anti-bribery and Corruption Policy. The Board and senior management team continue to foster a culture within Crown in which bribery or corruption is not acceptable.

Employees who are required to deal with external suppliers of goods and services to Crown must avoid placing themselves in situations of a potential conflict of interest. Crown's induction training, is provided to 100% of its employees and includes content regarding unacceptable behaviours.

Crown's policies on anti-bribery and corruption are readily accessible to all employees. In addition, property wide Staff Alerts have been published and circulated to 100% of Crown's Australian employees, which summarise the content of Crown's anti-corruption policies and procedures. Targeted training has also been provided to selected employees in high risk areas regarding anti-corruption policies and procedures. Crown does not provide formal training to its business partners, however, anti-corruption policies and procedures are made available to them.

It is a fundamental principle of Crown that all of its business affairs be conducted legally, ethically and with strict observance of the highest standards of integrity and professionalism.

All Crown officers and employees have a duty to help prevent, detect and report instances of bribery and corruption as well as any other suspicious activity or wrongdoing. Employees are able to seek advice on ethical and legal issues from the Legal Department of the relevant Crown business in which the officer or employee

operates. Where appropriate, external advice may be sought on particular identified issues.

Suspected incidences of bribery and corruption are reported to the Legal Department of the relevant Crown business in which the officer or employee operates. Crown also operates a whistleblower program which can be used to report bribery and corruption. Information on how to access Crown's whistleblower program can be found on the relevant Crown business's intranet page.

All reports of known or suspected bribery or corruption are handled sensitively and with appropriate confidentiality. Crown acts swiftly in evaluating all such reports. To the best of Crown's knowledge, having made enquiries of the Australian businesses Crown is not aware of any incidents or cases of corruption during F14.

In addition, Crown has established and maintained an adequate internal control structure to prevent and detect fraud and error and to facilitate the preparation of a reliable financial report and adequate financial records have been maintained.

Crown's Australian businesses, Crown Melbourne and Crown Perth each have an established internal audit program in place. The internal audit function identifies, tests and assesses adequacy of internal controls. The results of internal audit programs are reported through to a dedicated Compliance Committee at each property.

As a publicly listed company, Crown's financial accounts are subject to third party review and audit. As part of their audit processes, Crown's auditors also make enquires of management regarding knowledge of any fraud or suspected fraud affecting Crown involving management, employees who have significant roles in internal control or others where fraud could have a material effect on the financial report and knowledge of any allegations of fraud, or suspected fraud, affecting Crown's financial information. Crown's financial accounts are publicly available and are lodged with relevant regulators.



Crown representative speaking about Crown's responsible gaming initiatives



More information

Crown's Anti-Bribery and Corruption Policy: <http://www.crownresorts.com.au/corporate-governance/policies>

Crown's Annual Report: <http://www.crownresorts.com.au/investors-media/annual-reports>

Conflicts of Interest

Crown has a number of policies and procedures in place which deal with conflicts of interest. For example, Crown's Code of Conduct for Directors provides, among other things, that a Director:

- Must act with proper purpose and honesty, in good faith and in the best interests of Crown as a whole;
- Must recognise that the primary responsibility is to Crown's shareholders as a whole, but should where appropriate have regard for the interests of all Crown's stakeholders;
- Must not make improper use of information acquired as a Director;
- Must not take improper advantage of the position of Director;
- Must not allow personal interests, or the interests of any associated person, to conflict with the interests of Crown; and
- Must encourage the reporting and investigating of unlawful and unethical behaviour.

In addition, Crown's Employee Code of Conduct requires that employees guard against any possibility of conflict of interest or potential conflict of interest during employment by Crown Resorts Limited.

Employees are required to inform their immediate supervisor or manager or the Company Secretary of any possible or potential conflict of interest for the purpose of eliminating or minimising them immediately. The onus is on all employees to disclose such information and non-disclosure is regarded as a serious breach of policy.

Related party disclosures are included in Crown's Full Financial Report each year as part of its Annual Report. The Annual Report also includes information about Crown's controlling shareholder and identifies its top 20 shareholders.

More information

Crown's Code of Conduct for Directors and Code of Conduct for Employees are available at: <http://www.crownresorts.com.au/corporate-governance/codes>

Crown's Code of Conduct for Employees is available at: www.crownresorts.com.au under the heading Corporate Governance – Codes.

Risk Management

Risk management is an integral part of the industry in which Crown operates.

Crown has established policies for the oversight and management of material business risks and has adopted a formal Risk Management Policy. The policy sets out procedures which are designed to identify, assess, monitor and manage risk at each of Crown Resorts' controlled businesses and requires that the results of those procedures are reported to the Crown Resorts Board. Risks include economic, environmental and social issues.

Management is charged with monitoring the effectiveness of risk management systems and are required to report to the Board via the Risk Management Committee which administers Crown's Risk Management Policy. The Crown Risk Management Committee meets formally twice a year. In addition and where required, the Charter of the Committee allows for decisions to be made outside formal meetings by way of written resolution.

Crown's management has devised and implemented risk management systems appropriate to the business.

A formal Risk Management Plan has been developed using the model outlined in AS/NZS ISO 31000:2009 Risk Management – Principles and Guidelines. The plan identifies specific Head Office risks in light of major risks identified at an operational level and provides the framework for the reporting and monitoring of material risks across the Crown group.

Responsible and Ethical Behaviour

The Board receives periodic reports through the Risk Management Committee, summarising the results of risk management initiatives at Crown.

In addition, and as noted above, Crown's Australian businesses, Crown Melbourne and Crown Perth each have an established internal audit program in place. The internal audit function identifies, tests and assesses adequacy of internal controls with the results of those programs reported through to a dedicated Compliance Committee at each property.

External Audit

Crown and its controlled business are subject to annual external audit, designed to express an opinion on the half year and full year financial statements, and to obtain reasonable assurance that the financial statements are free from material misstatement including:

- Consideration of current and emerging business risks, mitigating controls and their potential impact on the financial statements;
- Evaluation of accounting policies used, and the reasonableness of accounting estimates made; and
- Evaluation of the overall presentation of the financial report.

To assist the Board in fulfilling its responsibilities in relation to external financial reporting, internal financial controls, the external audit function and corporate governance policy and practices; Crown has established an Audit & Corporate Governance Committee responsible for:

- The review and consideration of the half and full year financial statements;
- The integrity of Crown's financial reporting;
- The independence and competency of the external auditor; and
- The review and development of appropriate corporate governance policy.

Internal Audit

Crown's major controlled businesses, Crown Melbourne and Crown Perth, maintain dedicated internal audit functions established by their respective Boards.

Staffed by appropriately qualified personnel, the internal audit functions are responsible for determining whether material risk exposures and corporate governance responsibilities have been identified and are being managed effectively, by reference to, but not limited to:

- The identification and management of risks;
- The adequacy and effectiveness of mitigating controls;
- Compliance with applicable policies, standards, procedures, regulations and legislation;
- The economic acquisition, effective use and adequate protection of business resources and assets
- The achievement of business objectives; and
- The accuracy, reliability and timeliness of information reviewed.

Audits are undertaken in accordance with annual Internal Audit Plans approved by the respective Boards, and aligned to the businesses' material risk exposures and corporate governance responsibilities.

Each internal audit function reports periodically to their respective Boards on audits completed, the status of corrective actions recommended and progress against approved Internal Audit Plans.

The respective Boards will also ensure the independence of the internal audit functions and the adequacy and competency of employees.

An external assessment of each internal audit function against applicable professional standards is undertaken at a minimum once every five years under the direction of the respective Boards.

More information

Crown's Risk Management Committee Charter is available at: <http://www.crownresorts.com.au/corporate-governance/charters>

Crown's Risk Management Policy is available at: <http://www.crownresorts.com.au/corporate-governance/policies>

Future Direction

Crown recognises the value of tourism for Australia's economy. Crown looks to promote Australia's tourism industry by providing world-class tourism infrastructure and supporting policy reform that encourages and promotes Australia as a sought after and accessible tourist destination.

More information

Crown's Code of Conduct for Directors and Code of Conduct for Employees: <http://www.crownresorts.com.au/corporate-governance/codes>

Crown's Annual Report: <http://www.crownresorts.com.au/investors-media/annual-reports>

Crown's Risk Management Committee Charter: <http://www.crownresorts.com.au/corporate-governance/charters>

Crown's Risk Management Policy: <http://www.crownresorts.com.au/corporate-governance/policies>

Crown's Remuneration Report: <http://www.crownresorts.com.au/corporate-governance/corporate-governance-reports>



Third Party Assurance



Third Party Assurance

INDEPENDENT ASSURANCE STATEMENT

To: The Stakeholders of Crown Resorts Limited

Introduction and objectives of work

Bureau Veritas Australia Pty Ltd has been engaged by Crown Resorts Limited to conduct independent assurance of its Corporate Social Responsibility 2014 Report. This Assurance Statement applies to the related information included within the scope of work described below.

This information and its presentation in the Corporate Social Responsibility 2014 Report are the sole responsibility of the management of Crown Resorts Limited. Bureau Veritas was not involved in the drafting of the Report. Our sole responsibility was to provide independent assurance on the accuracy of information included. This is the first year in which we have provided assurance over Crown Resorts Limited Corporate Social Responsibility Report.

Scope of work

Crown Resorts Limited requested Bureau Veritas to provide limited assurance of the accuracy of selected data and information included in the Crown Resorts Limited Corporate Social Responsibility 2014 Report for the period of 1st of July 2013 – 30th of June 2014.

- The aspects of the report that were included in the assurance scope were:
 - Training and Education
 - Diversity and Equal Opportunity
 - Anti-corruption
 - Environmental Responsibility
 - Responsible Gaming;
- Appropriateness and robustness of underlying reporting systems and processes, used to collect, analyse and review the information reported;
- A third-party check of the Report against nominated Global Reporting Initiative (GRI) G4 Indicators at Core level was also provided.
- The scope is limited to the activities of Crown Melbourne Resort and Crown Perth Resort.

Methodology

As part of its independent assurance, Bureau Veritas undertook the following activities:

1. Interviews with relevant personnel of Crown Resorts Limited;
2. Review of documentary evidence produced by Crown Resorts Limited;
3. Audit of performance data;
4. Review of Crown Resorts Limited systems for quantitative data aggregation and analysis

Our work was conducted against Bureau Veritas' standard procedures and guidelines for external assurance of Sustainability Reports, based on current best practice in independent assurance.

The work was planned and carried out to provide limited, rather than absolute assurance and we believe it provides an appropriate basis for our conclusions.



Our findings

On the basis of our methodology and the activities described above:

- Nothing has come to our attention to indicate that the reviewed statements within the scope of our assurance are inaccurate and the information included therein is not fairly stated;
- It is our opinion that Crown Resorts Limited has established systems for the collection, aggregation and analysis of quantitative data.

Evaluation against Global Reporting Initiative (GRI) G4 Sustainability Reporting Guidelines

Bureau Veritas undertook an evaluation of Crown Resorts Limited's Corporate Social Responsibility 2014 Report against the G4 Sustainability Reporting Guidelines. This included cross checking the GRI index table against all the reference documents to provide an opinion on the self-declared GRI application level.

Based on our work, it is our opinion that Crown Resorts Limited's 2014 Corporate Social Responsibility 2014 Report contains Standard Disclosures from the GRI Sustainability Reporting Guidelines - GRI 4, at a Core level including appropriate consideration of the Reporting Principles and necessary indicators.

Limitations and Exclusions

Excluded from the scope of our work is any assurance of information relating to:

- Activities outside the defined verification period;
- Positional statements (expressions of opinion, belief, aim or future intention by Crown Resorts Limited and statements of future commitment);
- Financial data, other than that relating to environmental, social or broader economic performance where applicable.

The scope of the assurance was limited by the scope that is addressed in this report in the above item – Scope of Work.

This independent statement should not be relied upon to detect all errors, omissions or misstatements that may exist within the Report.

Statement of independence, impartiality and competence

Bureau Veritas is an independent professional services company that specialises in Quality, Health, Safety, Social and Environmental management with almost 180 years history in providing independent assurance services.

Bureau Veritas has implemented a Code of Ethics across the business to maintain high ethical standards among staff in their day to day business activities. We are particularly vigilant in the prevention of conflicts of interest.

No member of the assurance team has a business relationship with Crown Resorts Limited its Directors or Managers beyond that required of this assignment. We have conducted this assurance independently, and there has been no conflict of interest.

The assurance team has extensive experience in conducting assurance over environmental, social, ethical and health and safety information, systems and processes, has over 30 years combined experience in this field and an excellent understanding of Bureau Veritas standard methodology for the Assurance of Sustainability Reports.

Bureau Veritas Australia Pty Ltd

31st March 2015

Andrew Mortimore
Head of Sustainability Services



Performance Data



Performance Data

Our People

Employee Demographics

Permanent Vs Non-Permanent (Contractors) Employees

Property	Contractors	Permanent Employees	Total Workforce
Crown Perth	627	4,809	5,436
Crown Melbourne	3,253	6,971	10,224
Grand Total	3,880	11,780	15,660

Employees by Employment Contract

Emp Status	Crown Melbourne	Crown Perth	Total
Casual	1,038	1,153	2,191
Full-Time	3,882	1,924	5,806
Part-Time	2,051	1,732	3,783
Grand Total	6,971	4,809	11,780

Figures exclude non-permanent employees (contractors).

Melbourne Indigenous Employment

Age	Casual	Full-Time	Part-Time	Grand Total
<30	15	12	27	54
30-50	1	6	3	10
>50	–	1	–	1
Grand Total	16	19	30	65

Sex	Casual	Full-Time	Part-Time	Grand Total
Female	5	6	12	23
Male	11	13	18	42
Grand Total	16	19	30	65

Perth Indigenous Employment

Age	Casual	Full-Time	Part-Time	Grand Total
<30	14	10	15	39
30-50	5	7	12	24
>50	–	–	2	2
Grand Total	19	17	29	65

Sex	Casual	Full-Time	Part-Time	Grand Total
Female	9	6	19	34
Male	10	11	10	31
Grand Total	19	17	29	65

Figures exclude non-permanent employees (contractors).



Indigenous Employment Effectiveness

Property	Permanent Employees	Indigeneous	Percentage
Crown Perth	4,809	65	1.35%
Crown Melbourne	6,971	65	0.93%
Grand Total	11,780	130	1.10%

Figures exclude non-permanent employees (contractors).

Indigenous Employee Retention

Financial Year		Crown Melbourne	Crown Perth	Crown Resorts
FY14	Hired	31	52	83
FY14	Terminated	6	27	33
FY14	Retained	25	25	50
FY14	Retention Rate	80.65%	48.08%	60.24%

Employees by Gender

Company	Female	Male	Grand Total
Crown Melbourne	2,894	4,077	6,971
Crown Perth	2,203	2,606	4,809
Grand Total	5,097	6,683	11,780

Figures exclude non-permanent employees (contractors).

Employees by Gender and Employment Contract

Company	Emp Status	Female	Male	Unknown	Total
Crown Melbourne	Casual	483	555	0	1,038
	Full-Time	1,438	2,444	0	3,882
	Part-Time	973	1,078	0	2,051
Crown Melbourne Total		2,894	4,077	0	6,971
Crown Perth	Casual	569	584	0	1,153
	Full-Time	721	1,203	0	1,924
	Part-Time	913	819	0	1,732
Crown Perth Total		2,203	2,606	0	4,809
Contractors	Casual	818	2,164	898	3,880
Grand Total		5,915	8,847	898	15,660

Crown Melbourne Permanent Employees by Age

Grade / Level	<30	30-50	>50	Grand Total
EA / Supervised Role	2,392	1,991	491	4,874
Grade 1 - 3	187	211	42	440
Grade 4 - 6	291	752	143	1,186
Grade 7 - 9	24	278	44	346
Senior Manager	1	78	16	95
Executive	–	18	12	30
Grand Total	2,895	3,328	748	6,971

Figures exclude non-permanent employees (contractors).

Performance Data

Crown Perth Permanent Employees by Age

Grade / Level	<30	30-50	>50	Grand Total
EA / Supervised Role	1,842	1,481	588	3,911
Grade 1 - 2	70	62	16	148
Grade 3 - 4	176	301	108	585
Grade 5 - 6	10	95	34	139
Senior Manager	0	18	3	21
Executive	-	4	1	5
Grand Total	2,098	1,961	750	4,809

Figures exclude non-permanent employees (contractors).

Crown does not routinely record information on employee ethnicity. Consequently this information is unable to be reported.

Employee by Gender and Employment Category

Salary Grade	Female	Male	Grand Total
Crown Melbourne			
EA / Non- Salaried Employee	1,989	2,885	4,874
Salary Grade 1 - 3	491	688	1,179
Salary Grade 4 - 6	273	174	447
Salary Grade 7 - 9	108	238	346
Senior Manager (Grade 10 - 12)	29	66	95
Executive	4	26	30
Crown Melbourne Total	2,894	4,074	6,971
Crown Perth			
EA / Supervised Employee	1,770	2,141	3,911
Grade 1 - 2	98	50	148
Grade 3 - 4	285	300	585
Grade 5 - 6	45	94	139
Senior Manager	5	16	21
Executive	0	5	5
Crown Perth Total	2,203	2,606	4,809

Figures exclude non-permanent employees (contractors).

Crown Melbourne and Crown Resorts Limited - Salary Gradings and Typical Positions in these Grades

Grade 1 - 3	Grade 4 - 6	Grade 7 - 9	Senior Manager	Executive
Receptionist	Reservations Agent	Dept / Outlet Manager	Senior Analyst	Executive
Coordinator	Chef de Partie	Operations Manager	Senior Manager	Chief Executive
Senior Coordinator	Coordinator	Assistant Casino Manager (Gaming)	General Manager	Board Member
Junior Administrator	Senior Coordinator	Casino Manager (Gaming)	Group Manager	
Butler	Junior Administrator	Gaming Room Managers	Executive Chef	
Entertainer	Senior Administrator	Chef de Cuisine	Legal Council	
Therapist / Stylist	Supervisor	Senior Administrator	Executive	
Chauffeur	Area Managers (Gaming)	Senior Analyst	Snr Management Account	
	1st Line Manager	Entertainment Manager		
	Service Executive (Gaming)	Rooms Division Manager		
	Executive Assistant	Administration Manager		
		Aircraft Pilot		
		Project Manager		
		Management Accountant		



Crown Perth - Salary Gradings and Typical Positions in these Grades

Grade 1 - 2	Grade 3 - 4	Grade 5 - 6	Senior Manager	Executive
Receptionist	Reservations Agent	Dept / Outlet Manager	Senior Analyst	Executive
Coordinator	Chef de Partie	Operations Manager	Senior Manager	Senior Executive
Senior Coordinator	Coordinator	Assistant Casino Manager (Gaming)	General Manager	Board Member
Junior Administrator	Senior Coordinator	Casino Manager (Gaming)	Group Manager	
Butler	Junior Administrator	Gaming Room Managers	Executive Chef	
Entertainer	Senior Administrator	Chef de Cuisine	Executive	
Therapist / Stylist	Supervisor	Senior Administrator	Legal Council	
	Area Managers (Gaming)	Senior Analyst	Management Accountant	
	1st Line Manager	Entertainment Manager		
	Service Executive (Gaming)	Rooms Division Manager		
		Administration Manager		
		Pilot		
		Project Manager		
		Accountant		

Permanent Employees by City of Operation

Country	City	Total
Australia	Melbourne	6,894
	Perth	4,809
	Brisbane	6
	Sydney	8
China	Beijing	7
	Guangzhou	4
	Macau	5
	Shanghai	8
England	London	2
Hong Kong	Hong Kong	9
Indonesia	Jakarta	4
Malaysia	Kuala Lumpur	6
New Zealand	Auckland	3
Singapore	Singapore	10
Taiwan	Taipei	2
Thailand	Bangkok	2
Vietnam	Ho Chi Minh City	1
Grand Total		11,780

Figures exclude non-permanent employees (contractors).

Performance Data

Permanent Employees by Region of Operation

Continent	Country	Total
Europe	England	2
Asia	China	24
	Hong Kong	9
	Indonesia	4
	Malaysia	6
	Singapore	10
	Taiwan	2
	Thailand	2
	Vietnam	1
Australasia	Australia	11,717
	New Zealand	3
Grand Total		11,780

Figures exclude non-permanent employees (contractors).

Permanent Employees by Gender and Country of Operation

Country	Female	Male	Grand Total
Australia	5,065	6,652	11,717
China	12	12	24
England	1	1	2
Hong Kong	4	5	9
Indonesia	2	2	4
Malaysia	4	2	6
New Zealand	2	1	3
Singapore	4	6	10
Taiwan	1	1	2
Thailand	1	1	2
Vietnam	1	0	1
Grand Total	5,097	6,683	11,780

Figures exclude non-permanent employees (contractors).

Variations in Labour

Month	Crown Melbourne	Crown Perth	Crown Resorts
Jul-13	6,710	4,983	11,693
Aug-13	6,693	4,910	11,603
Sep-13	6,715	4,929	11,644
Oct-13	6,695	4,968	11,663
Nov-13	6,720	5,014	11,780
Dec-13	6,738	5,035	11,773
Jan-14	6,736	4,894	11,630
Feb-14	6,732	4,835	11,567
Mar-14	6,791	4,845	11,636
Apr-14	6,809	4,848	11,657
May-14	6,908	4,832	11,740
Jun-14	6,921	4,795	11,716
FY14 Average	6,764	4,907	11,671

Figures exclude non-permanent employees (contractors).



G4-11 Employees by Collective Bargaining Agreements

Crown Melbourne - Collective Bargaining Agreements

Company	EA Type	Total
Crown Melbourne	Crown Melb Property Services Ent Agreement	103
	Crown Melbourne Ent Agreement	4,771
	Non- EA	1,821
	TG Area Managers Ent Agreement	276
Crown Melbourne Total		6,971

Figures exclude non-permanent employees (contractors).

Crown Perth - Collective Bargaining Agreements

Company	EA Type	Grand Total
Crown Perth	Theatrical Award	191
	Union Collective Agreement	3,665
	Property Services Agreement	40
	TAB Operators Award	4
	Non- EA	909
Crown Perth Total		4,809

Figures exclude non-permanent employees (contractors).

G4-54 Total Remuneration Comparison

G4-54			
Total Employees	Median Value	Highest Paid	Ratio
11717	\$57,291.42	\$3,000,000.00	0.0191

G4-55 Percentage Increase Remuneration Comparison

Crown Resorts is currently unable to report this information owing to the current inability of our systems to accurately produce this measure. However, we would note that the organisations highest paid individual in Australia did not receive an increase in their remuneration in F14.

Performance Data

G4-LA1 Employee Hires and Turnover by Age Group, Gender and Region

Crown: New Hires

Month	Crown Melbourne	Crown Perth	Crown Resorts
Jul-13	160	141	301
Aug-13	99	150	249
Sep-13	136	122	258
Oct-13	132	133	265
Nov-13	125	165	290
Dec-13	109	167	276
Jan-14	122	48	170
Feb-14	162	75	237
Mar-14	144	165	309
Apr-14	171	93	264
May-14	199	79	278
Jun-14	132	79	211
12 Months Rolling	1,691	1,417	3,108

Figures exclude non-permanent employees (contractors). Crown does not routinely record information on employee ethnicity. Consequently this information is unable to be reported.

Crown Melbourne: New Hires by Gender

Month / Gender	Female	Male	Total
Jul-13	81	79	160
Aug-13	47	52	99
Sep-13	67	69	136
Oct-13	64	68	132
Nov-13	38	87	125
Dec-13	44	65	109
Jan-14	41	81	122
Feb-14	73	89	162
Mar-14	78	66	144
Apr-14	74	97	171
May-14	94	105	199
Jun-14	58	74	132
12 Months Rolling	759	932	1,691

Figures exclude non-permanent employees (contractors).



Crown Melbourne: New Hires by Age

	Under 18	18 - 24	25 - 34	35 - 44	45 - 54	55+	Total
Jul-13	0	83	56	14	6	1	160
Aug-13	0	47	39	10	3	0	99
Sep-13	0	69	57	7	3	0	136
Oct-13	0	57	58	10	6	1	132
Nov-13	0	59	46	12	7	1	125
Dec-13	0	52	44	10	3	0	109
Jan-14	0	65	43	7	5	2	122
Feb-14	0	99	48	11	4	0	162
Mar-14	0	82	48	10	3	1	144
Apr-14	0	97	53	11	10	0	171
May-14	0	115	55	24	4	1	199
Jun-14	1	54	46	22	6	3	132
12 Months Rolling	1	879	593	148	60	10	1,691

Figures exclude non-permanent employees (contractors).

Crown Perth: New Hires by Gender

Month / Gender	Female	Male	Total
Jul-13	69	72	141
Aug-13	65	85	150
Sep-13	57	65	122
Oct-13	72	61	133
Nov-13	77	88	165
Dec-13	73	94	167
Jan-14	25	23	48
Feb-14	32	43	75
Mar-14	89	76	165
Apr-14	54	39	93
May-14	33	46	79
Jun-14	32	47	79
FY14 Total	678	739	1,417

Figures exclude non-permanent employees (contractors).

Performance Data

Crown Perth: New Hires by Age

Month	<18	18-24	25-35	35-45	45-55	>55	Total
Jul-13	0	66	61	8	4	2	141
Aug-13	0	71	64	12	0	3	150
Sep-13	1	58	44	12	6	1	122
Oct-13	0	62	50	12	5	4	133
Nov-13	0	72	65	18	6	4	165
Dec-13	1	75	65	14	8	4	167
Jan-14	0	25	12	5	3	3	48
Feb-14	0	26	34	7	5	3	75
Mar-14	0	57	58	29	12	9	165
Apr-14	0	25	47	16	5	0	93
May-14	0	25	33	15	4	2	79
Jun-14	0	30	34	9	5	1	79
FY14 Total	2	592	567	157	63	36	1,417

Figures exclude non-permanent employees (contractors).

Crown: Turnover

Month	Crown Melbourne Term Count	Crown Melbourne Turnover Rate	Crown Perth Term Count	Crown Perth Turnover Rate	Crown Resorts Term Count	Crown Resorts Turnover Rate
Jul-13	112	2.03%	94	2.11%	206	2.06%
Aug-13	113	1.57%	189	4.01%	302	3.10%
Sep-13	119	1.71%	119	2.54%	238	2.13%
Oct-13	112	1.75%	87	1.89%	199	1.81%
Nov-13	104	1.53%	84	1.87%	188	1.68%
Dec-13	102	1.60%	156	3.22%	258	2.58%
Jan-14	126	1.75%	181	3.88%	307	3.01%
Feb-14	79	1.20%	117	2.71%	196	2.10%
Mar-14	119	1.74%	127	2.77%	246	2.27%
Apr-14	123	1.88%	97	2.06%	220	1.96%
May-14	109	1.55%	99	2.05%	208	1.79%
Jun-14	104	1.65%	122	2.46%	226	2.09%
FY14 Total	1,322	19.96%	1,472	31.57%	2,794	26.08%

Figures exclude non-permanent employees (contractors).



Crown Melbourne: Terminations by Gender

Month	Female	Male	Total
Jul-13	49	63	112
Aug-13	49	64	113
Sep-13	48	71	119
Oct-13	42	70	112
Nov-13	46	58	104
Dec-13	38	64	102
Jan-14	62	64	126
Feb-14	34	45	79
Mar-14	49	70	119
Apr-14	47	76	123
May-14	41	68	109
Jun-14	44	60	104
FY14 Total	549	773	1,322

Figures exclude non-permanent employees (contractors).

Crown Melbourne: Terminations by Age

Month	<18	18-25	25-35	35-45	45-55	>55	Total
Jul-13	0	39	49	14	7	3	112
Aug-13	0	35	55	17	3	3	113
Sep-13	0	50	45	19	4	1	119
Oct-13	0	43	40	20	8	1	112
Nov-13	0	31	46	13	10	4	104
Dec-13	0	39	40	15	6	2	102
Jan-14	0	45	56	16	8	1	126
Feb-14	0	28	32	11	6	2	79
Mar-14	0	39	54	15	7	4	119
Apr-14	0	36	56	23	6	2	123
May-14	0	26	59	15	7	2	109
Jun-14	0	33	48	18	4	1	104
FY14 Total	0	444	580	196	76	26	1,322

Figures exclude non-permanent employees (contractors).

Performance Data

Crown Perth: Terminations by Age

Month	<18	18-25	25-35	35-45	45-55	>55	Total
Jul-13	1	35	36	14	5	3	94
Aug-13	10	82	70	15	5	7	189
Sep-13	2	44	50	17	3	3	119
Oct-13	0	32	41	9	3	2	87
Nov-13	0	35	33	9	7	0	84
Dec-13	0	55	57	23	13	8	156
Jan-14	0	72	73	22	10	4	181
Feb-14	0	58	45	10	2	2	117
Mar-14	0	57	45	15	6	4	127
Apr-14	0	37	46	9	4	1	97
May-14	0	31	51	12	4	1	99
Jun-14	0	50	45	14	8	5	122
FY14 Total	13	588	592	169	70	40	1,472

Figures exclude non-permanent employees (contractors).

G4-LA2 Benefits Provided to Full-time Employees

There are no benefits provided to full time employees that are not provided to temporary or part-time employees at either of the Crown Melbourne or Crown Perth Resorts.

G4-LA3 Return to Work and Retention Rates after Parental Leave by Gender

Parental Leave: Eligibility

Property	Female		Male		Total
	Eligible	Not Eligible	Eligible	Not Eligible	
Crown Perth	2,144	794	2,483	882	6,303
Crown Melbourne	2,641	833	3,830	1,056	8,360
Grand Total	4,785	1,627	6,313	1,938	14,663

Parental Leave Taken by Gender

Parental Leave Count	Female	Male	Total
Crown Perth	62	2	64
Crown Melbourne	114	32	146
Grand Total	176	34	210

Figures exclude non-permanent employees (contractors).

Return to Work Post Parental Leave

Parental Leave FY14	Crown Perth	Crown Melbourne	Grand Total
Currently on Parental Leave	57	135	192
Parental Leave Non Return	3	4	7
Returned From Parental Leave	4	7	11
Grand Total	64	146	210

Figures exclude non-permanent employees (contractors).

Retention Rates Post Return from Parental Leave

	Crown Perth	Crown Melbourne	Total
Terminated < 1 Year Post Return	5	54	59
Employed > 1 Year Post Return	32	158	190
Did not Return from Leave	3	11	14
Grand Total	40	223	263

Figures exclude non-permanent employees (contractors).

G4-LA4 Minimum Notice Periods

The minimum notice typically provided to Crown Melbourne employees and their representatives prior to implementing major change is 1 month (4 weeks). At Crown Perth there is no specific minimum notice period required to be given prior to implementing a major change under either of the two Enterprise Agreements covering Crown Perth employees or the Memorandum of Understanding (MOU) between United Voice WA and Crown Perth. However, the minimum notice typically provided to Crown Perth employees and their representatives prior to implementing a major change is between 4 – 6 weeks.

Consultation regarding major change is detailed in all three of Crown Melbourne enterprise agreements, specifying that we will provide for genuine consultation including considering any alternative proposals put forward. The enterprise agreements also allow for opportunities to meet during the 1 month prior to change taking effect, and the sharing of information with effected employees and their representatives.

At Crown Perth, consultation regarding major change is detailed in both of the Enterprise Agreements in operation, as well as under the MOU between United Voice WA and Crown Perth. Crown Perth's obligations under these instruments state that it will provide all relevant information regarding the change in writing to the affected employees and their nominated representative as soon as practicable after making the decision.

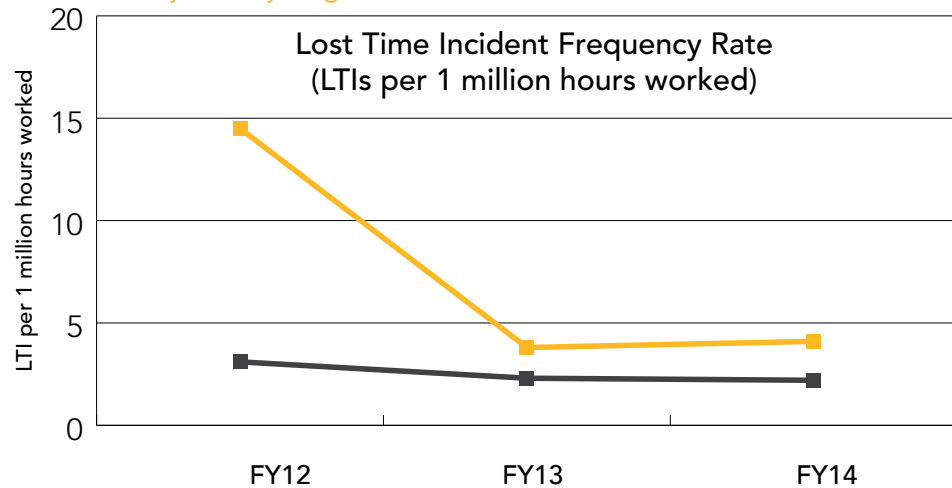
G4-LA5 Workforce Representation in OH&S Programs

At Crown Melbourne 2.7% of employees participate in OH&S committees while 0.8% do so at Crown Perth with an overall figure of 1.9% for Crown. They represent 100% of permanent and non-permanent employees in formal joint management-worker health and safety committees.

Performance Data

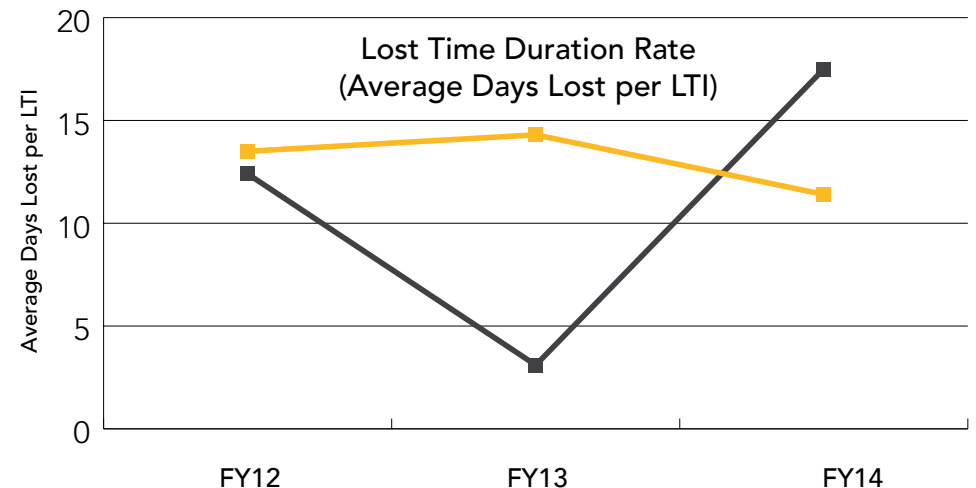
Occupational Health and Safety

Lost Time Injuries by Region



Crown Melbourne	14.5	3.8	4.1
Crown Perth	3.5	2.3	2.2

Figures exclude non-permanent employees (contractors).

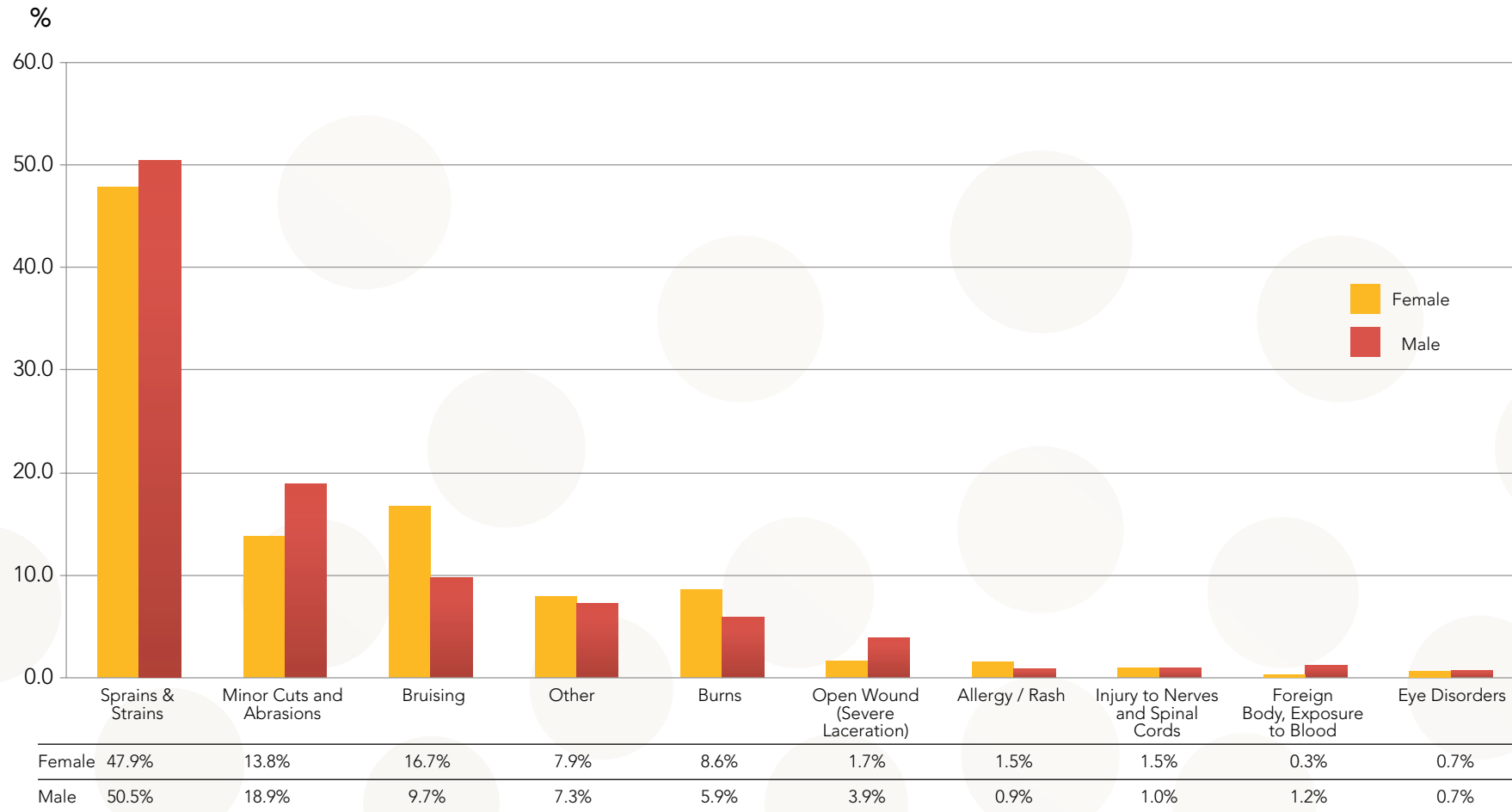


Crown Melbourne	13.5	14.3	11.4
Crown Perth	9.3	3.1	17.5

Figures exclude non-permanent employees (contractors).



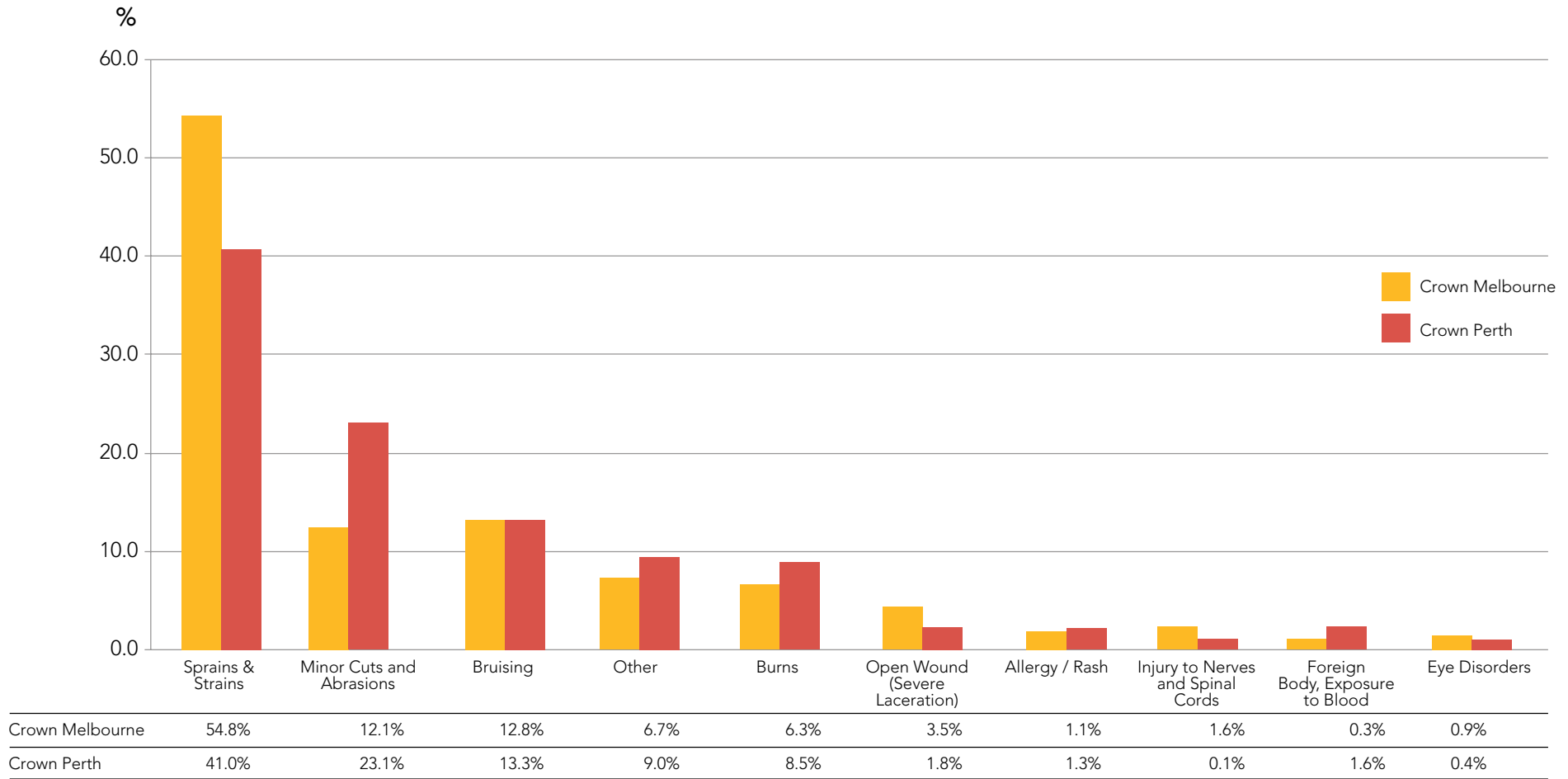
Injury Type Rate by Gender – FY12-FY14



Figures exclude non-permanent employees (contractors).

Performance Data

Injury Type Rate by Region – FY12-FY14



Figures exclude non-permanent employees (contractors).



G4-LA7 Workers with High Incidence or High Risk of Diseases

There were no employees with high incidence or high risk of diseases related to any employee at the Crown Melbourne or Crown Perth Resorts.

G4-LA8 Health and Safety Topics Covered in Formal Agreements with Trade Unions

All formal agreements with trade unions and the Crown Melbourne and Crown Perth Resorts cover 100% of the relevant occupational health and safety topics.

G4-LA9 Average Hours of Training per year per Employee

Training and Education				
Training Information System	Property	Hours	Number of Employees	Avg Training Hours Per Employee
PeopleSoft HR	Melbourne	169,682	6,971	24.34
	Perth	52,780	4,809	10.98
BAIMS	Melbourne	0	6,971	0.00
	Perth	62,283	4,809	13.16
Vettrack	Melbourne	115,241	6,971	16.53
	Perth	53,570	4,809	11.14

Breakdown by gender and employee category is not available due to limitations in data collection systems.

Figures exclude non-permanent employees (contractors).

G4-LA11 Performance and Career Development Reviews

100% of permanent employees received a regular performance and career development review during the reporting period. The review systems per employee category are defined in the following tables.

Crown Melbourne

Salary Grade	Performance Management System - EA Employees	CR PEP Level 1 - Team Member	CR PEP Level 2 - Specialist - Supervisor - Team Leader	CR PEP Level 3 - Senior Specialist - Manager	CR PEP Level 4 - Senior Manager - BOT - Member	CR PEP Level 5 - Executive
EA / Non-Salaried Employee	X					
Salary Grade 1 - 3		X				
Salary Grade 4 - 6			X			
Salary Grade 7 - 9				X		
Senior Manager (Grade 10 - 12)					X	
Executive						X
Grand Total	4,874	1,179	447	346	95	30

Performance Data

Crown Perth

Salary Grade	Performance Management System - EA Employees	CR PEP Level 1 - Team Member	CR PEP Level 2 - Specialist - Supervisor - Team Leader	CR PEP Level 3 - Senior Specialist - Manager	CR PEP Level 4 - Senior Manager - BOT Member	CR PEP Level 5 - Executive
EA / Non-Salaried Employee	X					
Grade 1 - 2		X				
Grade 3 - 4			X			
Grade 5 - 6				X		
Senior Manager					X	
Executive						X
Grand Total	3,911	148	585	139	21	5

G4-LA12 – Composition of Governance Bodies

By Age and Gender

Executive Group	Female	Male	Grand Total
<30	0	0	0
30-50	2	20	22
>50	2	11	13
Grand Total	4	31	35

By Minority Groups

Executive Group	Female	Male	Grand Total
Indigenous	0	0	0
Non Indigenous	4	31	35
Grand Total	4	31	35

Figures exclude non-permanent employees (contractors). Crown Resorts does not routinely record information on employee ethnicity. Consequently this information is unable to be reported.

G4-LA13 - Ratio of Basic Salary and Remuneration by Gender

Average of Salary (Basic Salary and Remuneration)				
Gender	Casual	Full-Time	Part-Time	Grand Total
Female	\$48,252.98	\$68,690.33	\$56,879.03	\$60,047.45
Male	\$49,344.03	\$78,978.79	\$56,733.34	\$67,558.91
Average Salary	\$48,798.51	\$73,834.56	\$56,806.19	\$63,803.18

Crown Resorts	Casual	Full-Time	Part-Time	Grand Total
Ratio of basic salary and remuneration - Women to Men	0.978	0.870	1.003	0.889

G4-HR7 Human Rights Training of Security Personnel

100% of security personnel at the Crown Melbourne and Crown Perth Resorts received formal training in the relevant human rights policies and procedures and their application to security.



Environmental Sustainability

G4-EN1 and EN2 Materials Used and Percentage of Recycled Content

Information not currently collected. Crown aims to commence collecting data in the near future.

G4-EN3 and EN4 Energy Consumption*

Total Energy (GJ)	Crown Melbourne	Crown Perth	Jets	Total
FY11	945,190	229,743	20,605	1,195,538
FY12	896,522	254,720	17,857	1,169,099
FY13	903,776	280,793	18,635	1,203,204
FY14	827,506	271,806	15,689	1,115,001
% Change	-8.4	-3.2	-15.8	-7.3

Electricity (kWh)	Crown Melbourne	Crown Perth	Total
FY11	103,342,885	45,396,667	148,739,552
FY12	99,756,067	49,718,889	149,474,956
FY13	89,924,678	54,201,279	144,125,957
FY14	85,115,562	53,084,844	138,200,406
% Change	-5.3	-2.1	-4.1

Natural Gas (GJ)	Crown Melbourne	Crown Perth	Total
FY11	551,620	63,656	615,276
FY12	518,642	71,543	590,185
FY13	559,945	80,399	640,344
FY14	504,252	78,390	582,642
% Change	-9.9	-2.5	-9.0

Fuel (GJ)	Crown Melbourne**	Crown Perth**	Jets	Total
FY11	931	2,660	20,608	24,199
FY12	910	4,189	17,848	22,947
FY13	1,259	5,270	18,635	25,164
FY14	1,144	2,304	15,689	19,137
% Change	-9.1	-56.3	-15.8	-24.0

*All methodologies used are in accordance with the Australian NGER Act. Total energy includes fuel, electricity and gas data obtained from utility invoices. Heating, cooling and steam from external sources are not consumed on-site. Only aviation fuel from domestic jet travel has been included. FY11 has been selected as the baseline year due to completion of significant projects in FY10.

**Fuel use above includes Diesel, LPG and Gasoline

G4-EN5 Energy Intensity

The energy intensity metrics used are m² of gross floor area and \$EBITDA.

Total Energy Intensity (GJ / m ²)	Crown Melbourne	Crown Perth	Total (including jets)
FY11	1.822	1.48	1.77
FY12	1.707	1.62	1.71
FY13	1.724	1.74	1.76
FY14	1.580	1.84	1.66
% Change	-8.4	5.9	-5.3

Total Energy Intensity (MJ / \$EBITDA)	Crown Melbourne	Crown Perth	Total (including jets)
FY11	1.869	1.18	1.71
FY12	1.756	1.13	1.59
FY13	1.653	1.17	1.53
FY14	1.395	0.86	1.23
% Change	-15.6	-26.2	-19.7

All Greenhouse Gases presented have been converted to carbon dioxide equivalent emissions as per the NGER Act reporting methodologies

Performance Data

G4-EN15 and EN16 Direct Emissions (Scope 1 & 2)

Scope 1 Emissions (tCO ₂ -e)	Crown Melbourne	Crown Perth	Jets	Total
FY11	30,385	3,764	1,435	
FY12	28,690	4,278	1,242	34,210
FY13	30,844	4,833	1,250	36,927
FY14	28,170	4,526	1,052	33,748
% Change	-8.7	-6.4	-15.8	-8.6

Scope 2 Emissions (tCO ₂ -e)	Crown Melbourne	Crown Perth	Total
FY11	127,112	37,225	164,337
FY12	120,705	39,775	160,480
FY13	107,010	44,445	151,455
FY14	99,585	41,406	140,991
% Change	-6.9	-6.8	-6.9

Total Emissions (tCO ₂ -e)	Crown Melbourne	Crown Perth	Jets	Total
FY11	157,497	40,989	1,435	199,921
FY12	149,395	44,053	1,242	194,690
FY13	137,854	49,278	1,250	188,382
FY14	127,756	45,932	1,052	174,740
% Change	-7.3	-6.8	-15.8	-7.2

Greenhouse Gas emissions are calculated using factors stipulated under the the National Greenhouse and Energy Reporting (NGER) Act 2007 for electricity, gas and fuel. Only aviation fuel associated with domestic jet travel has been included. Refrigerant emissions have been included based on leakage factors as stipulated by the NGER Act. FY11 has been chosen as the baseline year due to the completion of significant expansion projects in FY10.

All Greenhouse Gases presented have been converted to carbon dioxide equivalent emissions as per the NGER Act reporting methodologies

G4-EN17 Indirect Emissions (Scope 3)

Information not currently collected. Crown aims to commence collecting data in the near future.

G4-EN18 Emissions Intensity

The emissions intensity metrics used are m² of gross floor area and \$EBITDA.

Total Emissions Intensity (tCO ₂ -e / m ²)	Crown Melbourne	Crown Perth	Total (including jets)
FY11	0.304	0.263	0.296
FY12	0.284	0.280	0.285
FY13	0.263	0.305	0.275
FY14	0.244	0.312	0.260
% Change	-7.2	2.0	-5.3

Total Emissions Intensity (kgCO ₂ -e / \$EBITDA)	Crown Melbourne	Crown Perth	Total (including jets)
FY11	0.311	0.210	0.285
FY12	0.293	0.195	0.264
FY13	0.252	0.205	0.239
FY14	0.215	0.145	0.192
% Change	-14.6	-28.9	-19.6



G4-EN8 Total Water Withdrawal by Source

Total Water Consumption (kL)	Crown Melbourne	Crown Perth	Total
FY11	676,756	304,141	980,897
FY12	704,552	337,681	1,042,233
FY13	786,857	361,042	1,147,899
FY14	743,101	360,612	1,103,713
% Change	-5.6	-0.1	-3.8

Crown only obtains water from municipality water supplies. Data is obtained from utility invoices

G4-EN9 Water Sources Significantly Affected by Withdrawal of Water

Crown only obtains water from municipality water supplies. Hence, only the Melbourne and Perth central water supplies are affected by withdrawal.

G4-EN10 Percentage and Total Volume of Water Recycled and Reused

Information not currently collected. Crown aims to commence collecting data in the near future.

G4-EN22 Total Water Discharge by Quality and Destination¹

F14 Water Discharge (kL)	Crown Melbourne	Crown Perth	Total
Sewer	707,282	N/A ²	707,282
Trade Waste (Cooling Towers)	6,400	N/A	6,400
Un-scheduled Discharges ³	None	None	None

1. Destination for above discharges is to sewer. Sewer and trade waste discharges are not treated. Data obtained from utility invoices.

2. Crown Perth information was not available for the F14 reporting period, however, Crown aims to provide this during the next reporting period.

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

Performance Data

G4-EN23 Total Weight of Waste by Type and Disposal after Method

Waste Category	Crown Melbourne (tonnes)	Crown Perth (tonnes)	Total (tonnes)	Percentage of Total Waste
Waste Streams sent to Landfill				
General Waste	6,962.6	2,918.1	9,880.8	57.8%
Waste Streams Recycled				
Commingled	1,168.16	2,123.4	3,291.6	19.3%
Grease Trap Waste	0.0	931.0	931.0	5.4%
Cardboard	829.64	366.0	1,195.6	7.0%
Organics	821.35	44.3	865.6	5.1%
Gaming Cards	324.9	230.4	555.2	3.2%
Oil Waste	122.5	92.9	215.3	1.3%
Paper - Secure Document Destruction	35.9	0.1	36.0	0.2%
Secure Paper	16.4	11.4	27.8	0.2%
Paper	14.2	0.0	14.2	0.1%
Polystyrene and Hard Plastics	11.3	6.5	17.8	0.1%
Timber Recycling	14.3	0.0	14.3	0.1%
Metal Recycling	6.9	0.0	6.9	0.0%
E-Waste	5.7	14.3	20.0	0.1%
Cigarettes	0.7	0.0	0.7	0.0%
Fluorescent Tubes and Lamps	0.7	0.7	1.4	0.0%
Green Waste	0.0	19.6	19.6	0.1%

Note all waste streams are removed off-site by dedicated waste management contractors

Total Waste by Weight

Total Waste Generation	Landfill	Recycled	Total	% Recycled
FY11	10,086	6,701	16,787	39.9
FY12	10,234	9,426	19,659	47.9
FY13	10,776	6,117	16,893	36.2
FY14	9,932	7,085	17,016	41.6
% Change	-7.8	15.8	0.7	15.0

All waste streams are removed off-site by dedicated waste management contractors. Data obtained from waste contractor monthly reports and invoices. Information for Crown Melbourne grease interceptor traps disposal was not available, however, efforts will be made to include in the next reporting period.

G4-EN30 Transport

There are a number of vehicles owned and operated by Crown at both the Melbourne and Perth properties that consume fuel onsite. Crown also owns vehicles and jets that are used to transport customers to and from the property. The energy consumed is provided in the table below.

Fuel Type	Crown Melbourne (GJ)	Crown Perth (GJ)	Jets (GJ)	Total (GJ)	Total (t CO2-e)
Gasoline	678	355	N/A	1,033	70
Diesel	208	1,700	N/A	1,908	132
Liquefied Petroleum Gas	259	248	N/A	507	30
Aviation Fuel	N/A	N/A	15,689*	15,689	1,052
Total	1,145	2,304	15,689	19,138	1,284

* Energy associated with jets only includes aviation fuel purchased associated with domestic flights.



Economic Contribution

Year ended 30 June 2014. See Annual report for more information:
<http://www.crownresorts.com.au/investors-media/annual-reports>

	Normalised Result ⁽¹⁾			
	Melbourne \$'000	Perth \$'000	Unallocated \$'000	Total \$'000
Economic Value Generated (Revenue)	1,931,170	883,574	17,223	2,831,967
Operating Costs	(522,170)	(246,887)	(29,123)	(798,180)
Employee Wages & Benefits	(480,658)	(253,622)	(22,895)	(757,175)
Payments to Governments ⁽²⁾	(366,223)	(141,063)	(80,592)	(587,878)
Community Investments (Donations)	(306)	(440)	(2,355)	(3,101)
Interest Expense	0	0	(116,254)	(116,254)
Payments to Provider of Capital	(183,901)	(183,070)	(46,610)	(413,581)
Total Economic Value Distributed	(1,553,258)	(825,082)	(297,829)	(2,676,169)
Economic Value Retained	377,912	58,492	(280,606)	155,798

	Actual			
	Melbourne \$'000	Perth \$'000	Unallocated \$'000	Total \$'000
Economic Value Generated (Revenue)	1,972,131	993,836	17,223	2,983,190
Operating Costs	(523,909)	(269,664)	(29,123)	(822,696)
Employee Wages & Benefits	(480,658)	(253,622)	(22,895)	(757,175)
Payments to Governments ⁽²⁾	(373,987)	(154,370)	(112,283)	(640,640)
Community Investments (Donations)	(306)	(440)	(2,355)	(3,101)
Interest Expense	0	0	(116,254)	(116,254)
Payments to Provider of Capital	(183,901)	(183,070)	(46,610)	(413,581)
Total Economic Value Distributed	(1,562,761)	(861,166)	(329,520)	(2,753,447)
Economic Value Retained	409,370	132,670	(312,297)	229,743

Note that the above does not include significant items.

(1) Normalised results have been adjusted to exclude the impact of any variance from theoretical win rate on VIP program play.

(2) Includes income tax, gaming tax, payroll tax, land tax, rates and FBT.

Performance Data

Responsible & Ethical Behaviour

G4-SO3 Anti-Corruption Assessment

100% of Crown Melbourne and Crown Perth operations were assessed for risks related to corruption. There were no significant risks identified.

G4-SO4 Communication and Training on Anti-Corruption Policies and Procedures

100% of Crown Melbourne and Crown Perth Employees have been trained in anti-corruption policies and procedures.

G4-SO5 Confirmed Incidents of Corruption and Actions Taken

There were no confirmed incidents of corruption at either of the Crown Melbourne or Crown Perth Resorts.

G4-SO6 Total Value of Political Contributions by Country and Recipient/Beneficiary

Crown Resorts Ltd Group Summary:

Party	Contribution	GST	Total
ALP	76,555	2,351	78,907
Liberal	96,265	5,318	101,583
National	12,375	-	12,375
Other	-	-	-
Total	185,195	7,669	192,865

G4-PR2 Incidents of Non-compliance of Health and Safety

There were no reported incidences of non-compliance of the health and safety impacts of products and services at the Crown Melbourne and Crown Perth Resorts.

G4-PR8 Customer Privacy

There were no substantiated complaints regarding breaches of customer privacy and losses of customer data at the Crown Melbourne and Crown Perth Resorts.



GRI Content Index



GRI Content Index

General Standard Disclosures

Aspect / Disclosure	Disclosure Description	Report & Page Ref
STRATEGY AND ANALYSIS		
G4-1	Statement from the Chairman	6–7
G4-2	Description of key impacts, risks, and opportunities	6–7, 10–11, 24, 44, 57–63, 71–74
ORGANISATIONAL PROFILE		
G4-3	Name of the organisation	111
G4-4	Primary brands, products, and/or services	111
G4-5	Location of the organisation's headquarters	111
G4-6	Countries where the organisation operates	111
G4-7	Nature of ownership and legal form	111
G4-8	Markets served	111
G4-9	Scale of the organisation	78, 111
G4-10	Workforce characteristic	30–37, 78–92
G4-11	Employees covered by collective bargaining agreements	83
G4-12	Organisation's supply chain	66–67
G4-13	Changes in the organisation's size, structure, ownership, or its supply chain	66–67
G4-14	Precautionary approach to risk management	73–74
G4-15	Externally developed charters, principles, or other initiatives to which the organisation subscribes	35, 51, 61
G4-16	Memberships in associations	2–3, 15–22, 61
IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES		
G4-17	Entities included in the organisation's consolidated financial statements	10, Annual Report 106, 107
G4-18	Process for defining the report content and the aspect boundaries	10–11

Aspect / Disclosure	Disclosure Description	Report & Page Ref
G4-19	Material aspects identified in defining report content	10–11
G4-20	Aspect boundary for material aspect within the organisation	10–11
G4-21	Aspect boundary for material aspect outside the organisation	10–11
G4-22	Restatements of information provided in previous reports	None
G4-23	Significant changes from previous reporting periods in the scope and aspect boundaries	10–11
STAKEHOLDER ENGAGEMENT		
G4-24	Stakeholder groups engaged by the organisation	12–13
G4-25	Identification and selection of stakeholders to engage	12–13
G4-26	Organisation's approach to stakeholder engagement	12–13
G4-27	Key topics and concerns that have been raised through stakeholder engagement	12–13
REPORT PROFILE		
G4-28	Reporting period	10
G4-29	Date of most recent previous report	10
G4-30	Reporting cycle	10
G4-31	Contact point for questions regarding the report	111
G4-32	GRI Content Index	101–110
G4-33	External assurance	11, 76, 101–110
GOVERNANCE		
G4-34	Governance structure of the organisation	71, Annual Report 33–40
G4-35	Delegation of authority	71, Annual Report 38
G4-36	Executive-level responsibility	71, Annual Report 35



Aspect / Disclosure	Disclosure Description	Report & Page Ref
G4-37	Stakeholder consultation	71
G4-38	Composition of governance body	Annual Report 33-35
G4-39	Chair of governance body	71
G4-40	Governance body selection process	Annual Report 34
G4-41	Conflicts of interest management	71, Code of Conduct for Directors and Code of Conduct for Employees http://www.crownresorts.com.au/corporate-governance/codes , Annual Report 38
G4-42	Governance body roles	Annual Report 34
G4-43	Governance body development	71
G4-44	Governance body evaluation	73–74
G4-45	CSR management	6–7, 10–13, 71, Annual Report 39-40
G4-46	Risk management	73–74
G4-47	Reviews	73–74
G4-48	Report approval	Not reported
G4-49	Communication process	71–74, 111
G4-50	Critical concerns	Not reported
G4-51	Remuneration policies	74, Annual Report 33, 40, 55-78
G4-52	Process for determining remuneration	Annual Report 33, 40, 55-78
G4-53	Stakeholder consultation in regards to remuneration	Annual Report 33, 40, 55-78
G4-54	Ratio of compensation	83, 94
G4-55	Ratio of percentage change in compensation	83, 94

Aspect / Disclosure	Disclosure Description	Report & Page Ref
ETHICS AND INTEGRITY		
G4-56	Values, principles, standards and norms of behaviour	71–73, Code of Conduct for Directors and Code of Conduct for Employees http://www.crownresorts.com.au/corporate-governance/codes

GRI Content Index

General Specific Disclosures

Aspect / Disclosure	Disclosure Description	Report & Page Ref	Identified Omission	Reason and Explanation for Omission	External Assurance
ASPECT: ECONOMIC PERFORMANCE					
G4-DMA	Generic disclosures on management approach	6–7, 57–58			
G4-EC1	Direct economic value generated and distributed	99			
ASPECT: INDIRECT ECONOMIC IMPACTS					
G4-DMA	Generic disclosures on management approach	6–7, 57–58			
G4-EC8	Significant indirect economic impacts, including the extent of impacts	57–58			
ASPECT: PROCUREMENT PRACTICES					
G4-DMA	Generic disclosures on management approach	66–67			
F4-EC9	Proportion of spending on local suppliers at significant locations of operation	66–67	The percentage of procurement budget used for local suppliers is not reported.	The information is currently unavailable. Efforts will be made to include in future reports.	
ASPECT: MATERIALS					
G4-DMA	Generic disclosures on management approach	63–64			Y
G4-EN1	Materials used by weight or volume	Not reported	Total weight or volume of non-renewable and renewable materials used.	The information is currently unavailable. Efforts will be made to include in future reports.	Y
G4-EN2	Percentage of materials used that are recycled input materials	Not reported	Percentage of recycled input materials used	The information is currently unavailable. Efforts will be made to include in future reports.	Y
ASPECT: ENERGY					
G4-DMA	Generic disclosures on management approach	59–63			Y
G4-EN3	Energy consumption within the organization	59–63, 95	Aviation fuel associated with international jet travel has been excluded.	Not required under NGER Act.	Y



Aspect / Disclosure	Disclosure Description	Report & Page Ref	Identified Omission	Reason and Explanation for Omission	External Assurance
G4-EN4	Energy consumption outside of the organization	Not reported	Environmental impact of the domestic and international commercial airline travel undertaken by employees	The information is currently unavailable. Efforts will be made to include in future reports.	Y
G4-EN5	Energy intensity	60, 95			Y
G4-EN6	Reduction of energy consumption	59–63			Y
G4-EN7	Reductions in energy requirements of products and services	53, 59–63, 95			Y
ASPECT: WATER					
G4-DMA	Generic disclosures on management approach	63			Y
G4-EN8	Total water withdrawal by source	63, 97			Y
G4-EN9	Water sources significantly affected by withdrawal of water	97			Y
G4-EN10	Percentage and total volume of water recycled and reused	63, 97	Total volume of water recycled and reused as a percentage of total withdrawal	The information is currently unavailable. Efforts will be made to include in future reports.	Y
ASPECT: EMISSIONS					
G4-DMA	Generic disclosures on management approach	59–63			Y
G4-EN15	Direct greenhouse gas (GHG) emissions (Scope 1)	96	Aviation fuel associated with international jet travel has been excluded.	Not required under NGER Act.	Y
G4-EN16	Energy indirect greenhouse gas (GHG) emissions (Scope 2)	96			Y
G4-EN17	Other indirect greenhouse gas (GHG) emissions (Scope 3)	Not reported	Scope 3 emissions from provision of products and services	The information is currently unavailable. Efforts will be made to include in future reports.	Y
G4-EN18	Greenhouse gas (GHG) emissions intensity	96			Y
G4-EN19	Reduction of greenhouse gas (GHG) emissions	59–63, 96			Y

GRI Content Index

Aspect / Disclosure	Disclosure Description	Report & Page Ref	Identified Omission	Reason and Explanation for Omission	External Assurance
ASPECT: EFFLUENTS AND WASTE					
G4-DMA	Generic disclosures on management approach	63–65			Y
G4-EN22	Total water discharge by quality and destination	97	Total volume of water discharge for Crown Perth was not available for the F14 reporting period	The information is currently unavailable. Efforts will be made to include in future reports.	Y
G4-EN23	Total weight of waste by type and disposal method	98			Y
ASPECT: PRODUCTS AND SERVICES					
G4-DMA	Generic disclosures on management approach	59–65			Y
G4-EN27	Extent of impact mitigation of environmental impacts of products and services	59–65			Y
ASPECT: TRANSPORT					
G4-DMA	Generic disclosures on management approach	59–63			Y
G4-EN30	Significant environmental impacts of transporting products and members of the workforce	98	Significant environmental impacts of transporting products and the workforce. Aviation fuel associated with international travel energy associated with employee travel have been excluded.	The information is currently unavailable. Efforts will be made to include in future reports.	Y
ASPECT: SUPPLIER ENVIRONMENTAL ASSESSMENT					
G4-DMA	Generic disclosures on management approach	66–67			Y
G4-EN32	Percentage of new suppliers that were screened using environmental criteria	Not reported		The information is currently unavailable. Efforts will be made to include in future reports.	Y
G4-EN33	Significant actual and potential negative environmental impacts in the supply chain	Not reported		The information is currently unavailable. Efforts will be made to include in future reports.	Y



Aspect / Disclosure	Disclosure Description	Report & Page Ref	Identified Omission	Reason and Explanation for Omission	External Assurance
ASPECT: EMPLOYMENT					
G4-DMA	Generic disclosures on management approach	24–40			
G4-LA1	Total number and rates of new employee hires turnover by age group, gender and region	78–88			
G4-LA2	Benefits provided to full-time employees not provided to temporary or part-time employees	25, 88			
G4-LA3	Return to work and retention rates after parental leave, by gender	88–89			
ASPECT: LABOR/MANAGEMENT RELATIONS					
G4-DMA	Generic disclosures on management approach	37			
G4-LA4	Minimum notice periods regarding operational changes	89	Minimum number of weeks' notice typically provided to employees and their representatives	The information is currently unavailable. Efforts will be made to include in future reports.	
ASPECT: OCCUPATIONAL HEALTH AND SAFETY					
G4-DMA	Generic disclosures on management approach	41–42, 46			
G4-LA5	Percentage of total workforce represented in formal joint management-worker health and safety committees	89			
G4-LA6	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism	90–92	All data on this disclosure for independent contractors.	The information is currently unavailable. There are no current plans to commence recording this data.	
G4-LA7	Workers with high incidence or high risk of diseases related to their occupation	93			
G4-LA8	Health and safety topics covered in formal agreements with trade unions	93			

GRI Content Index

Aspect / Disclosure	Disclosure Description	Report & Page Ref	Identified Omission	Reason and Explanation for Omission	External Assurance
ASPECT: TRAINING AND EDUCATION					
G4-DMA	Generic disclosures on management approach	25–29			Y
G4-LA9	Average hours of training per year per employee by gender, and by employee category	93	Breakdown by gender and employee category	Limitations in data collection systems	Y
G4-LA10	Programs for skills management and lifelong learning	25–29	Transition assistance programs and management of career endings resulting from retirement or termination of employment	The information is currently unavailable. Efforts will be made to include in future reports.	Y
G4-LA11	Percentage of employees receiving regular performance and career development reviews	25–29, 93–94			Y
ASPECT: DIVERSITY AND EQUAL OPPORTUNITY					
G4-DMA	Generic disclosures on management approach	30–37			
G4-LA12	Composition of governance bodies and breakdown of employees per employee category	94	Employee breakdown by minority groups	Information is not collated by Crown	
ASPECT: EQUAL REMUNERATION FOR WOMEN AND MEN					
G4-DMA	Generic disclosures on management approach	35–37			
G4-LA13	Ratio of basic salary and remuneration of women to men by employee category	94			
ASPECT: SUPPLIER ASSESSMENT FOR LABOR PRACTICES					
G4-DMA	Generic disclosures on management approach	66–67			
G4-LA14	Percentage of new suppliers that were screened using labour practices criteria	Not reported		The information is currently unavailable. Efforts will be made to include in future reports.	
G4-LA15	Significant actual and potential negative impacts for labour practices in the supply chain	Not reported		The information is currently unavailable. Efforts will be made to include in future reports.	



Aspect / Disclosure	Disclosure Description	Report & Page Ref	Identified Omission	Reason and Explanation for Omission	External Assurance
ASPECT: SECURITY PRACTICES					
G4-DMA	Generic disclosures on management approach	46			
G4-HR7	Percentage of security personnel trained in the organization's human rights policies or procedures that are relevant to operations	94			
ASPECT: SUPPLIER HUMAN RIGHTS ASSESSMENT					
G4-DMA	Generic disclosures on management approach	66–67			
G4-HR10	Percentage of new suppliers that were screened using human rights criteria	Not reported		The information is currently unavailable. Efforts will be made to include in future reports.	
G4-HR11	Significant actual and potential negative human rights impacts in the supply chain and actions taken	Not reported		The information is currently unavailable. Efforts will be made to include in future reports.	
ASPECT: LOCAL COMMUNITIES					
G4-DMA	Generic disclosures on management approach	14–22, 47–52			Y
G4-SO2	Operations with significant actual and potential negative impacts on local communities	47–52			Y
ASPECT: ANTI-CORRUPTION					
G4-DMA	Generic disclosures on management approach	71–74			Y
G4-SO3	Total number and percentage of operations assessed for risks related to corruption	100			Y
G4-SO4	Communication and training on anti-corruption policies and procedures	71–72, 100	Percentage of business partners trained.	The information is currently unavailable. Efforts will be made to include in future reports.	Y
G4-SO5	Confirmed incidents of corruption and actions taken	100			Y

GRI Content Index

Aspect / Disclosure	Disclosure Description	Report & Page Ref	Identified Omission	Reason and Explanation for Omission	External Assurance
ASPECT: PUBLIC POLICY					
G4-DMA	Generic disclosures on management approach	71–73			
G4-SO6	Total value of political contributions by country and recipient/beneficiary	100			
ASPECT: SUPPLIER ASSESSMENT FOR IMPACTS ON SOCIETY					
G4-DMA	Generic disclosures on management approach	66–67			
G4-SO9	Percentage of new suppliers that were screened using criteria for impacts on society	Not reported		The information is currently unavailable. Efforts will be made to include in future reports.	
G4-SO10	Significant actual and potential negative impacts on society in the supply chain and actions taken	Not reported		The information is currently unavailable. Efforts will be made to include in future reports.	
ASPECT: CUSTOMER HEALTH AND SAFETY					
G4-DMA	Generic disclosures on management approach	46			
G4-PR2	Total number of incidents of non-compliance with regulations and voluntary codes	100			
ASPECT: CUSTOMER PRIVACY					
G4-DMA	Generic disclosures on management approach	46			
G4-PR8	Total number of substantiated complaints regarding breaches of customer privacy	100			



About Crown



The Crown Resorts Limited group (Crown) is one of Australia's largest entertainment and resort groups. Crown is a public company listed on the Australian Stock Exchange. Crown wholly owns and operates two of Australia's leading integrated resorts, Crown Melbourne and Crown Perth.

Every year Crown's Australian resorts attract over 28 million visits. Crown's resorts are renowned globally, particularly in Asia, for their focus on luxury accommodation, unparalleled service, quality dining and shopping experiences, and world-class gaming and entertainment facilities.

Crown's Australian resorts in Melbourne and Perth feature over 2,300 hotel rooms, VIP villas, casinos, resort pools, luxury spas, signature restaurants and retail, convention facilities and live entertainment. Crown is a significant Australian employer, with its Melbourne and Perth resorts employing more than 15,000 people. Additionally, studies have estimated that Crown's direct and indirect full time employment impact is up to 26,000 people in the Australian economy.

Over one third of Crown's revenue in financial year 2014 was estimated to be generated from international visitors. The majority of this revenue is from Asian visitors – predominantly Chinese. This makes Crown one of the most significant international tourism operators in Australia, with a particular focus on tourism from Asia.

Crown also has a number of international sales offices which it uses to market its properties.



Crown's registered office and principal corporate office:

Level 3
Crown Towers
8 Whiteman Street
Southbank VIC 3006
Australia

We welcome your feedback on this report.
Please contact: csr@crownsresorts.com.au



Crown Resorts Limited
Level 3, Crown Towers
8 Whiteman Street
Southbank VIC 3006
Australia