



# CROWN MELBOURNE

## CROWN MELBOURNE MTP PUBLIC STATUS REPORT

January 2025

# MESSAGE FROM THE CROWN MELBOURNE CEO



## This initial public update on Crown Melbourne Limited's (Crown Melbourne) transformation progress has been developed to provide the broader community with an update on the many reforms taking place across the Crown Melbourne integrated resort.

Since first opening our doors on the north bank of the Yarra River in 1994, Crown Melbourne has created joyful, elevated experiences for our guests. Today, as Australia's leading integrated resort, we are proudly the safest place to gamble in the State.

Welcoming over 26 million visits each year, we want to continue to be a leading tourism destination as Australia's leading integrated resort, featuring luxury accommodation, award-winning dining, a world-class casino, shopping and entertainment facilities, and directly employing over 5500 Melbourne team members. Through our ongoing transformation efforts, we continue to invest in ensuring Crown Melbourne remains a world-class integrated resort, operating at the highest standards of compliance, governance, and integrity.

However, and prior to a change of ownership in 2022, our journey to achieving this status has come following some significant, and at times confronting, moments in our history, primarily led by the findings of the 2021 Victorian Royal Commission which identified serious and systemic failures by Crown and subsequent remediation actions.

The Crown Melbourne of today is an entirely different organisation to the one which committed these past breaches, with a focus on guest wellbeing and the ongoing delivery of industry leading standards.

Under the direction of new ownership following Blackstone's acquisition of Crown Resorts Limited (Crown Resorts) in June 2022, and the appointment of new boards and a new executive leadership team, Crown Melbourne has already delivered a monumental transformation throughout the business, and we are setting a new industry benchmark for how gaming is conducted in the State of Victoria through the introduction of Mandatory Carded Play and the investment in our world-leading Crown PlaySafe Centre. We see these investments as a critical part of our social licence within the broader community and are encouraged by the positive guest outcomes we have already seen since the introduction of these critical initiatives.



While we proudly acknowledged our suitability and retention of our Casino Licence in April 2024, we recognise that our journey is far from complete, and we are dedicated to maintaining our industry-leading standards amid the ever-evolving changes in the industry landscape.

Our privileged position as the exclusive casino operator in Victoria brings with it an obligation to ensure we learn from our past mistakes, and our ongoing focus on transformation, some of which you may already have seen and experienced, is driving significant internal change across the business, including in areas such as financial crime, governance, compliance, risk, and culture.

Ongoing transformation is at the heart of our strategy and is a central focus for the Crown Melbourne Board. In December 2023, we commenced a multi-year transformation journey through the Melbourne Transformation Plan (MTP), aligning our efforts with our commitment to creating the premier entertainment precinct in Victoria. Our vision is to balance our industry leading standards with providing our guests with an unparalleled entertainment experience.

The MTP represents our multi-year commitment to enhancing the practices, processes, and infrastructure established during our remediation phase. Over the past year, we have invested significantly in this dedicated program of work to ensure its success. Our commitment is to:

1. Ensure Crown is the safest place to gamble in Victoria.
2. Learn from past lessons to create a culture and operating model that ensures we model industry leading standards.
3. Equip our team members with the correct support to ensure compliance and harm minimisation for our guests.

I look forward to keeping you informed of our progress in the coming months as we continue our efforts in implementing our transformation program.

Yours sincerely

**MICHAEL VOLKERT**  
Chief Executive Officer  
Crown Melbourne Limited

# 2024 AT A GLANCE

## WORLD FIRST\*

Pre-commitment and mandatory carded play system that stops play when time or money limit is reached.

## 155,000

Proactive conversations with guests, showing our commitment to providing accurate information and support. This includes offering game explanations, providing break reminders, and addressing gambling concerns.

*New Metric For 2024.*

## 2.5%

Average monthly percentage of unique carded guests who gambled for 3 hours and 30 minutes or more without an adequate Play Period break.

*New Metric For 2024*

## 20M

Transactions monitored to detect suspicious and unusual behaviour, aiming to prevent money laundering and other criminal activities.

## 83%

Team members told us that "Crown PlaySafe is an essential part of Crown's commitment to care for its guests."

*Based on the 2024 Your Voice Culture & Engagement Survey.*

## 76%

Team members understand the processes for reporting conduct of concern, including the protections and support available under the Whistleblower program.

*Based the 2024 annual Crown Culture (YourVoice) Survey). 2 percentage point increase year on year and 13 percentage point increase since 2022.*

## 26,592

Survey responses from our guests since launching our new Voice of Guest program in late July 2024

*\*Per external report prepared by BMM Test Labs on the implementation of Mandatory Carded Play / Mandatory Carded Play compared against other current monitoring systems operating in the world.*

# 1. OUR COMMITMENT TO ENSURING CROWN IS THE SAFEST PLACE TO GAMBLE IN VICTORIA

Crown continues to invest in world-leading technology and infrastructure to ensure we create a safe environment for our visitors. Crown Melbourne introduced Mandatory Carded Play which marks a transformative leap in creating a safe environment for our guests. Promptly introduced across our 2,600 electronic gaming machines in December 2023, this technology is beyond anything implemented within the Australian gaming industry and is setting a new industry benchmark for how gaming is conducted in the State of Victoria. As the first to adopt such an initiative, we are proud to lead the way and stand ready to support the industry in embracing this technology. We have also significantly invested in increasing our world-leading Crown PlaySafe capabilities across our day-to-day operations, data analytics, prevention and education, policy and research areas.

## Over the past ~12 months:



Launched our Crown PlaySafe Code of Conduct - Crown Melbourne's formal commitment to guests to provide a safe gambling experience and one that prioritises guest well-being.



Invested **\$2million** in expanding our Crown PlaySafe Centre in Melbourne to create a world class facility to support our guests.



Introduced Crown PlaySafe in 2023. A new brand platform, following extensive research which replaces 'Responsible Gambling' and represents a brand that is destigmatised and accessible to all members. The refreshed collateral is designed to maximise positive play with guest safety as the core focus.

**12,900** average monthly guest interactions facilitated by our Crown



PlaySafe team. Interactions provide proactive information and support to guests. These include game explanations, providing break reminders, and addressing gambling concerns. This is a 134% increase in support from the previous year.



**5,500** average YourPlay sign-ups per week for guests to track their play and set time and money limits since the introduction of Mandatory Carded Play, supporting guests to play in a safer and more controlled way.



**86%** of Crown Melbourne guests are aware of the services to help guests enjoy safer play and receive support.



**83%** of staff members told us that "Crown PlaySafe is an essential part of Crown's commitment to care for its guests." Percentage is based off the 2024 Your Voice Culture & Engagement Survey, affirming the safe culture Crown fosters.

## Looking ahead:

- We will roll out Mandatory Carded Play across all electronic table games and traditional table games by the end of 2025 to support a safer gaming experience for guests.
- We will be introducing technology which leverages predictive analytics and other measures to enhance our ability to monitor our guests' safety and provide support.
- We will be introducing new ways to help guests play within play-period limits.
- We will continue collaborating with our industry and community partners to further expand available wellbeing support for guests.
- We will be enhancing our ID verification processes across our customer base to ensure we keep all our guests safe.
- We will be upgrading transaction monitoring tools to better adapt to evolving threats.



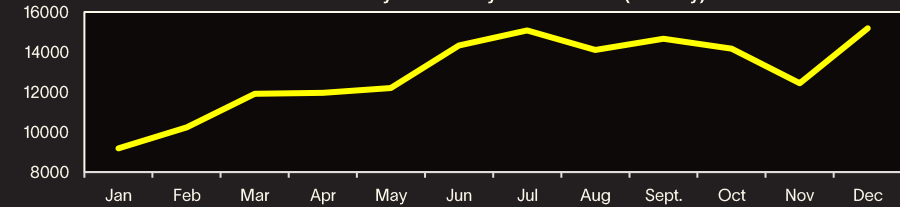
For more information on Crown PlaySafe visit [www.crownmelbourne.com.au/crown-playsafe](http://www.crownmelbourne.com.au/crown-playsafe)

# 2024

## A SAFER PLACE TO GAMBLE

**155,000 PLAYSAFE CONVERSATIONS**

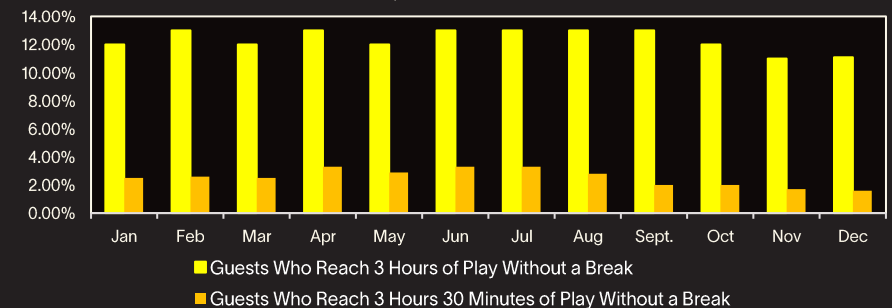
Conversations Held By Crown PlaySafe Advisors (Monthly)



Since our investment in Crown PlaySafe in 2023, we have seen a significant uptick in proactive PlaySafe conversations with our guests, demonstrating our commitment to providing accurate and timely information and support to our guests covering an array of content: information exchanges about how the games work, myth busting, break reminders, third party inquiries, concerns about gambling and broad support services.

## CARDED GUEST PLAY PERIOD BREAKS \*

Play Period Breaks for guests



Once a Crown guest reaches 3 hours of carded play without an adequate break, Crown PlaySafe Advisors endeavour to check-in and encourage them to take a break. In 2024, we have been able to consistently ensure that on average, less than ~ 3% of carded guests played for greater than 3 hours and 30 minutes without a play period break (2.54%).

\*Data is based off guests classified as Unique Gaming Visitors of Crown Melbourne.





## 2. OUR COMMITMENT TO LEARNING FROM THE PAST TO INFLUENCE THE FUTURE

While we are proud of our efforts thus far and noting that substantial progress has been made, transformation must remain an ongoing focus. Rebuilding trust with the community and our regulators remains a priority, and the privilege of holding our casino licence must be met with a continued commitment to maintaining best practices.

### Over the past 12 months:

*With a focus on preventing money laundering and other criminal activities, Crown Melbourne:*



Monitored over **20 million** transactions across Crown Melbourne to detect suspicious and unusual behaviour.



Screened approximately **800,000** customers against Sanction and Global Special Interest Lists.



Invested over **\$1m** to implement a new transaction monitoring (TM) system.



Provided updated Anti Money Laundering Risk Awareness Training to over **3000** employees.

### *Crown Melbourne has also:*



Implemented real-time ID verification technology to uplift existing controls for new and existing Melbourne guests within assisted and self-serve channels.



invested **\$61M** in IT Capital Programs of work which impact Crown Melbourne.

### Looking ahead:

#### Focus on IT Capital Programs

In FY2025, Crown Resorts has budgeted over \$52m on dedicated IT Capital Programs of work supporting cyber resilience, People and Culture enhancements, legislation and regulation, legacy system upgrades and business resilience, amongst a host of other initiatives. The overwhelming majority of which is earmarked for IT Capital Programs of work impacting Crown Melbourne.

#### Working with stakeholders and our community


- While Crown Melbourne was found suitable to operate the Melbourne Casino, we acknowledge that we have an obligation to ensure that the standards expected by our regulators are maintained. We continue to facilitate transparent and open dialogue with the VGCCC across the MTP and other key areas of focus.
- Established in 2024, we continue to work with our Crown PlaySafe Community Engagement Group, which includes key community stakeholders including the Salvation Army, Settlements Services International and Victoria Police.
- Crown Resorts Chief Risk Officer is the Co-Chair of the Fintel Alliance Casino Working Group, an AUSTRAC initiative established to increase resilience against criminal exploitation and support law enforcement investigations into serious crime and national security matters.
- Crown Melbourne has established constructive relationships and better sharing of information with law enforcement agencies.


### 3. OUR COMMITMENT TO PROVIDING OUR TEAM MEMBERS WITH THE SUPPORT TO ENSURE COMPLIANCE AND HARM MINIMISATION FOR GUESTS


As Australia's leading integrated resort, we are committed to fostering a vibrant, purpose-driven and responsible culture that delivers joyful and elevated experiences for our guests, team members and the community.


#### Over the past 12 months:


 Invested significantly in technology and software to support stronger and safer controls.


 Over **3,300** team members participated in our annual Crown-wide 'Your Voice' culture and engagement survey. Participation (61%) increased by 6 percentage points from 2023.

 ~ **7,700** hours of dedicated Crown PlaySafe training delivered to Crown Melbourne team members.

 Participation in the Crown's leadership development program was **86%** for senior leaders and **83%** for business leaders.

 **17** CEO townhalls and roundtable discussions since August 2023 providing a forum for team members to hear directly from the CEO and an opportunity to raise issues and ask questions.

 Stood up Whistleblower Platform (Core Integrity), an independent and confidential service that allows Crown team members the ability to report misconduct and wrongdoing.

 **76%** of team members told us that they understood the processes for reporting conduct of concern which is 13-percentage point increase since 2022.

 Since the launch of our Whistleblower campaign, **72%** of reports have been resolved within 90 days for Melbourne, noting additional time often needed to resolve more complex issues.



#### Looking ahead:

##### Capturing the Voice of our Guests (VoG)

Crown recently invested in new technology and introduced the VoG program which helps us deliver an integrated Complaints Management Framework, enabling us to listen, learn, and act promptly on guest feedback. Going forward, this will allow us to address guest concerns promptly, gain actionable insights, and proactively enhance our overall guest experience.

##### Investment in our team members

Leadership development is extending beyond senior leaders to equip frontline and operational team leaders, managers and supervisors with critical leadership and management skills through the introduction of leadership development program across Crown.

##### Investment in our property

Crown is investing across the Melbourne property in upgrades to our gaming experience with a refreshed gaming floor, as well as the introduction of new games and safer technology implemented across the casino, including preparing Mandatory Carded Play for Tables Games. We are making enhancements to our control environment with a focus on excluded patrons, to ensure we support and keep vulnerable members of our community safe from gambling harm.

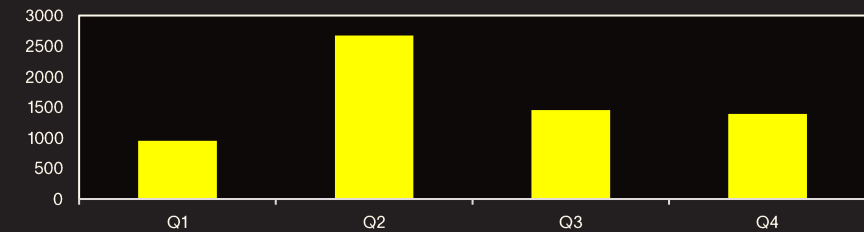
We are also investing in new experiences for our guests, with the introduction of new bars and restaurants including Fidels, Ghost Donkey, Le Martini and Marmont which opened in December 2024.

# 2024

## SUPPORTING OUR TEAM, GUESTS AND COMMUNITY

### CREATING A SAFE ENVIRONMENT FOR OUR GUESTS

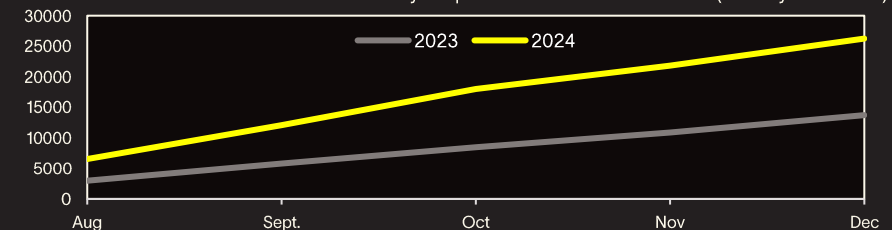
2024 Investment in Crown PlaySafe Training (by Quarter)



In 2024, we delivered over 7,700 hours of dedicated Crown PlaySafe training to Crown Melbourne team members (6400 hours on Core PlaySafe Programs with an additional 1300 hours on other relevant CPS training)

### AN ENHANCED FOCUS ON LISTENING TO OUR GUESTS

Voice of Guest Survey Responses Since Commencement (monthly cumulative)



Since launching our new *Voice of Guest* program in late July 2024, we have received over 26,000 guest responses, which is a significant increase from the same period last year. We have implemented six listening programs, including three survey programs, mechanisms for website feedback, on-property QR code interactions, and internal feedback.

# HOW WE ARE DELIVERING ON OUR COMMITMENT

Our vision is to balance our industry leading standards with providing our guests with an unparalleled entertainment experience. Our privileged position as the exclusive casino operator in Victoria is driving significant internal change across the business and setting a new industry benchmark for how gaming is conducted in the State of Victoria. We are excited by what is to come and look forward to keeping you informed of our transformation progress journey in the months ahead.

## Delivering on our commitment

We recognise and acknowledge that we still have work remaining to deliver on our strategic commitments, and we are focused on this ongoing task. In the coming months, we will continue to keep you informed about our progress to:

- Ensure Crown is the safest place to gamble in Victoria;
- Continue to learn from past lessons to create a culture and operating model that ensures we model industry leading standards; and
- Equip our team members with the correct support to ensure compliance and harm minimisation for our guests.

The Crown Melbourne Board has identified the successful execution of the MTP as the organisation's most important strategic priority. The Board and senior executives recognise that it is critical to sustainable long-term transformation in support of Crown Melbourne's strategic objectives.

- build trust with our community.
- create a vibrant, purpose-driven workplace.
- responsibly deliver elevated experiences to our guests.
- create sustainable value for our stakeholders.

To ensure the ongoing success of this important initiative, we have established a dedicated MTP Program Office committed to its effective delivery. We have introduced a range of internal mechanisms designed to support effective oversight including the establishment of a dedicated MTP Steering Committee chaired by the Crown Melbourne CEO. The MTP Steering Committee reports to the board at every meeting on its progress.

We have also welcomed our ongoing and transparent dialogue on the progress of our MTP with the VGCCC, through the submission of quarterly reporting, periodic audits and frequent dialogue with our key regulator across all levels within the Crown organisation.



# OUR PURPOSE AND VALUES

At Crown we are about creating exceptional, world-class experiences for our guests and our purpose is simple.

*"Together, we create exceptional experiences with respect and care for our communities"*

However, a purpose on its own is not enough. We also need values to express what we stand for and guide the way we do things.

Our values are core to our business, and we align everything we do with them.

These are the values we stand for – the values by which we measure all our actions.

