



CROWN PLAYSAFE STRATEGY

2023 - 2025



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BUILDING OUR STRATEGY

IMPORTANCE

WHY IS IT IMPORTANT

	Clear strategic direction for the next 3 years
	Provide focus for Crown PlaySafe and the organisation
	United around common goals

MOVE TO...

	Impact over Input
	Proactive over Reactive
	Prevention of Gambling Related Harms
	Organisational Embeddedness

CROWN PLAYSAFE HARM MINIMISATION FRAMEWORK



Prioritising guest wellbeing over profits

- ❖ Openly acknowledge the risks associated with gambling and responsibilities in reducing that risk.
- ❖ Demonstrate leadership's commitment.
- ❖ Highly trained, skilled and resourced workforce.



Continuum of guest focused responses

- ❖ Reduce the likelihood of harms associated with misunderstanding or incomplete information.
- ❖ Make it easier for guests to manage play through nudges, tools and timely interactions.
- ❖ Introduce earlier responses to 'red flags' to steer guests away from high-risk play.
- ❖ Provide timely, relevant and caring response to those showing signs of gambling harms.
- ❖ De-stigmatise the harm minimisation program.
- ❖ Understand the cultural nuances of gambling and harm minimisation.



Continuous improvement

- ❖ Build responses based on evidence.
- ❖ Commit to ongoing evaluation, quality improvement and connecting with our guests to effectively design positive and safe guest experiences.
- ❖ Commit to supporting research.
- ❖ Build and maintain strong community relationships.



Gambling environment

- ❖ Marketing
- ❖ Product assessments
- ❖ Crown Rewards loyalty
- ❖ Business intelligence

STRATEGY OVERVIEW

STRATEGY AT A GLANCE

WHY WE ARE HERE

To have the safest casinos in the world by spearheading innovative solutions through known play to maximise the impact of our Harm Minimisation Commitment.

WHO ARE WE HERE FOR



Customers

Feel safe in our environment because their wellbeing is a priority.



Employees

Trusted professionals operating with integrity.



Community

Having a positive impact on our communities.

WHAT IS OUR FOCUS

Informed Decisions

We will equip players with all the information they need to make healthy decisions about their gambling.

Organisation Embeddedness

We will seek ways to alter products, environment and marketing to make it easier for players to stay within their limits.

Referral & Support

We will ensure that all employees are able to respond knowledgeably and sensitively to a player who show signs of a problem.

Collaboration

We will partner with external stakeholders to safeguard against gambling harm.

Positive Play

We will make it easier for players to adapt safer gambling practices.

WHERE WILL WE GROW



Data & Research



Technology



Prevention



Community



Stakeholder

STRATEGY INITIATIVES



DATA & RESEARCH

Baseline Tracking

Crown has a dynamic understanding of customers' knowledge of gambling behaviors to identify gaps and establish targets for success related to reducing risk and increasing healthy play.

Independent Research

Crown is proactive, sustainable and inspires the growth of gambling harm minimisation practiced through industry and cross-industry research collaborations.



TECHNOLOGY

Case Management Optimisation

Crown has greater, accurate, and dynamic access to all customer data such as customer profile, past gaming activities, previous interventions, and historical conversations with CPS staff.

Virtual Program Expansion

Crown provides various digital solutions that connect customers with wider access to tools, support systems and solutions.



PREVENTION

RG Brand Enhancement

RG identity is overhauled to reduce stigmatisation of the RG brand and its associated programs and services and increase utilisation along the continuum of risk (education to assistance).

Marketing Guardrails

Crown has established procedures and controls in place to ensure that gaming marketing and promotions are designed to minimise gambling harm and not marketed to vulnerable persons.

Informed Decision Making

'Baseline Tracking' progresses to identifying gaps and solutions and begins to rollout key initiatives based on customer insights.

Product & Environment Assessment

Crown has identified opportunities with gaming products and the gaming floor environment and established a plan to minimise risk of gambling harm.



COMMUNITY

Cultural Nuances of Gambling

Crown PlaySafe has a progressive and inclusive business that ensures it has culturally relevant interventions that reflect and support the diversity of customers.

Multicultural Assessment of Self-Exclusion

'Cultural Nuances of Gambling' progresses to identifying opportunities to ensure the design and procedures of the self-exclusion program is culturally relevant to diversity of customers.



STAKEHOLDER

Community of Best Practice

Crown is proactive and inspires the growth of harm minimisation practiced through both industry and cross-industry collaborations.

Referral Network Optimisation

Crown holds strong relationships with a wide range of community networks to be a trusted guide that offers wellbeing support and interventions.



STRATEGY IN DETAIL

BASELINE TRACKING

ABOUT THE INITIATIVE

- Building upon the 2023 Baseline survey, the primary objective is to identify current gaps and opportunities to minimise risks of gambling related harm. The study will continue to provide an understanding of customer perceptions, awareness and experiences of the Crown PlaySafe program.
- Importantly, the study will provide profiling information on guests at an aggregated level including risk levels, literacy and positive play behaviors. This annual initiative allows Crown to take a proactive and data driven approach to evaluation with the aim of demonstrating improvement in the effectiveness of Crown PlaySafe practices over time.

WHAT IS BEING DELIVERED

- A quantitative study of members that will deliver data outputs in the form of aggregated customer responses.
- Online survey methodology disseminated via email to Crown Rewards members.
- The study is conducted annually by an independent research agency; Crown will provide input into the key metrics to assess year on year dependent on periodic requirements.
- Future iterations of the study will be used to evaluate the impact of Crown PlaySafe programs and initiatives for continuous improvement and to monitor guest wellbeing over time.

WHAT SUCCESS LOOKS LIKE

- Metrics reflecting guest awareness, perceptions, and understanding of Crown PlaySafe services, as well as level of gambling harm risk.
- Clear direction for prevention and awareness initiatives.
- Ability to assess impact of programs and initiatives.
- Continual improvement of indicators of impact.



INDEPENDENT RESEARCH

ABOUT THE INITIATIVE

- Strengthen collaboration with a wide network of research organisations and industry experts to share learnings and continue to raise the standards on gambling harm prevention and minimisation.
- Commit to research on gambling harm minimisation practices through both industry and cross industry collaborations. This initiative ultimately aims to support the continual improvement of programs for Crown PlaySafe.

WHAT IS BEING DELIVERED

- A review identifying key research organisations and researchers with subject matter expertise on prevention and harm minimisation in particular.
- A list of independent research organisations and industry experts by area of expertise for the purpose of knowledge exchange, consultation and evaluation.

WHAT SUCCESS LOOKS LIKE

- Increased connection with the research community through various industry involvements as evidenced by a stakeholder engagement activities (e.g. meetings, presentations at the National Association for Gambling Studies (NAGS) conference).
- List of independent researchers and research organisations mapped by areas of expertise.
- Ongoing independent research and evaluations conducted for continual improvement of the Crown PlaySafe function based on best practice.



CASE MANAGEMENT OPTIMISATION

ABOUT THE INITIATIVE

- Create a more meaningful and tailored customer interactions by having accessible information on guests and past Crown PlaySafe relevant information.
- Enable delivery of pertinent, timely information to staff actioning play period interactions.
- Achieve a 'single view' of Crown customers by seamless access to key customer information from various databases via a central portal.

WHAT IS BEING DELIVERED

- Implementation of a case management solution of play period alert response.
- New solution that integrates in the new gaming environment system framework.
- Consolidation of the RG Register platform to provide visibility of pertinent guest information from all properties to all appropriately licensed Crown PlaySafe staff.

WHAT SUCCESS LOOKS LIKE

- Improved quality of guest interactions.
- Improved alerting response rates.
- Increased Crown PlaySafe efficiency through reduction of multiple data sourcing and handling.



VIRTUAL PROGRAM EXPANSION

ABOUT THE INITIATIVE

- Provide various digital solutions that connect customers with wider access to Crown PlaySafe Advisors, tools, support systems and solutions.
- Consider the increased role of digital technology in the lives of Crown guests and developing Crown PlaySafe solutions to be accessible to wider audience.

WHAT IS BEING DELIVERED

- Digital capabilities across Crown PlaySafe strengthened to increase customer engagement and provide greater accessibility to key support programs across wide network of customers.
- The feasibility of online and digital opportunities to be assessed in consultation with key stakeholders, and appropriate products and solutions proposed.

WHAT SUCCESS LOOKS LIKE

- Increased accessibility to online/digital customer tools and support services.
- Increase awareness of online/digital customer tools and support services.
- Increased engagement with online/digital customer tools and support services.



RG BRAND ENHANCEMENT

ABOUT THE INITIATIVE

- Identify a brand that is reflective of the Crown's culture transformation and broadened focus on prevention and minimisation of gambling related risks.
- New brand identity representing Crown PlaySafe's approach to player wellbeing: more accessible, less stigmatising and relevant to all guests.

WHAT IS BEING DELIVERED

- A new identity to replace the 'Responsible Gambling' brand called **Crown PlaySafe** – a brand that is more accessible, less stigmatising and reflects Crown's commitment to providing a safe, accountable, and enjoyable gambling experience.
- Development and rollout of the Crown PlaySafe logo and tagline across the properties, websites, apps and member and guest communication channels.
- A multi-channel approach to deliver key Crown PlaySafe harm minimisation messages and promote the services and initiatives in place.
- A calendar of campaigns and messaging, delivering information on setting time and play limits, details on Play Periods policies, requirements for breaks in play and how to access support or further information on game odds, self exclusion and other Crown PlaySafe services and initiatives.

WHAT SUCCESS LOOKS LIKE

- Increased awareness of the Crown PlaySafe Centre and Crown PlaySafe services (measured by Crown PlaySafe Annual Study).
- Reduced stigma and increased guest comfort with accessing services.
- Increased prevention and education type guest engagements.



MARKETING GUARDRAILS

ABOUT THE INITIATIVE

- Establish a formalised, rigorous process to review of current and future marketing campaigns and materials with a strong emphasis on guest safety and wellbeing.

WHAT IS BEING DELIVERED

- Create and implement a defined framework and assessment process for Crown PlaySafe Strategy to consider the impact of Crown's advertising, marketing and promotional programs and activities for guests and the community.
- Stakeholder engagement and collaboration across Crown to ensure embeddedness of the guardrails.
- Training for Marketing teams to ensure clarity, expectations and understanding around the Marketing Guardrails initiative.
- Support of the overall Crown PlaySafe Strategy by utilising research and data analytics for continuous improvement.

WHAT SUCCESS LOOKS LIKE

- Increased ability to identify potential vulnerable persons and cease any direct gaming marketing.
- Post evaluation outcomes identifying campaigns that have a negative impact on observable signs data or risky play behaviors.
- Improved campaign mechanics which can reward responsible and sustainable play behaviors, while promoting the business in a manner that is sensitive to community expectations.



INFORMED DECISION MAKING

ABOUT THE INITIATIVE

- Execute key action areas based on guest insights and gaps/opportunities identified from the 'Baseline Tracking' results for the purpose of harm minimisation.

WHAT IS BEING DELIVERED

- Direction for key initiatives established from the 'Baseline Tracking' results by distilling the insights into key focus areas.
- Focus areas include: increase awareness and uptake of safer gambling practices, decrease stigma around Crown PlaySafe function, increase quality of Crown team member interactions with guests, increase inclusivity of Crown PlaySafe function.
- Each focus area mapped by an action plan: key objectives, activities, outputs, outcomes, measurement & evaluation, owner and timings.

WHAT SUCCESS LOOKS LIKE

Success will be based on outcomes measured as per the annual Crown PlaySafe guest survey:

- Increased guest awareness of Crown PlaySafe and Crown PlaySafe tools/services.
- Increased engagement with positive play strategies – gambling literacy and pre-commitment.
- Monitoring of risk levels and stigma experienced among the Crown member base.
- Monitoring of guest perceptions of the Crown's PlaySafe function



PRODUCT & ENVIRONMENT ASSESSMENT

ABOUT THE INITIATIVE

- Identify opportunities to minimise risks within gaming products and the casino gaming floor environment.
- Establish a risk minimisation plan to promote healthy play and sustainable behaviors.
- Understand the player journey by linking user experience/data to gaming products and casino gaming floor environment and identify priority areas for action and change.

WHAT IS BEING DELIVERED

- Defined framework and assessment process to evaluate gaming product and casino environment factors which may create an increased risk of gambling harm.
- Stakeholder engagement and collaboration to ensure embeddedness of the framework and assessment process.

WHAT SUCCESS LOOKS LIKE

- Increased product and environment safeguards.
- Identify and implement educational opportunities for members, guests and product suppliers.
- Increased guest understanding of product and environment risks.
- Ongoing assessments of gaming product features and gaming environment against assessment criteria to promote understanding of potential and increased risks of gambling harm.



CULTURAL NUANCES OF GAMBLING

ABOUT THE INITIATIVE

- Investigate Crown PlaySafe program and service offering to identify gaps and opportunities to enhance prevention and harm minimisation among guests of diverse cultural backgrounds.
- Strengthen the inclusivity of Crown PlaySafe function by implementing culturally relevant adaptations which reflect and support the diversity of Crown's customers.

WHAT IS BEING DELIVERED

- Uplifted and more inclusive Crown PlaySafe programs and service to support the nuances of different cultural backgrounds.
- Market scan and external research desktop review.
- Internal and external stakeholder engagement – including interviews and information gathering from customer facing roles at Crown, and community network stakeholders.
- Key findings and ideas summary.

WHAT SUCCESS LOOKS LIKE

- Increased understanding and use of Crown PlaySafe function among culturally and linguistically diverse (CALD) audiences (measured by Crown PlaySafe Annual Study).
- Greater collaboration with community groups serving CALD audiences.



COMMUNITY OF BEST PRACTICE

ABOUT THE INITIATIVE

- Strengthening Crown's relationships and knowledge sharing with wide network of communities and organisations to pursue mutually beneficial programs and practices.
- This initiative also represents a formalised approach to knowledge sharing and utilises IT to enable this process.

WHAT IS BEING DELIVERED

- Design, build and implementation of Crown PlaySafe Knowledge Hub.
- Establish partnerships with organisations to deliver innovative programs and solutions to support prevention of gambling harm.

WHAT SUCCESS LOOKS LIKE

- Partnerships and collaborations strengthens external network relationships through genuine engagement.
- Improved decision making with mutually benefitting results leading to enhanced customer experiences.
- Creation of innovative and creative solutions, products and programs for customers.
- Crown is proactive and inspires the growth of harm minimisation practiced through industry and cross-industry collaborations.



REFERRAL NETWORK OPTIMISATION

ABOUT THE INITIATIVE

- Plan, build and strengthen external network relationships through genuine engagements to continuously explore the development of best practices in harm reduction and prevention strategies, and focusing on providing treatment and support to those experiencing gambling related harms.

WHAT IS BEING DELIVERED

- A process to build relationships and establish better referral processes and strategies to reduce harms associated with groups at increased risk of gambling harms.

WHAT SUCCESS LOOKS LIKE

- Greater knowledge and insights from different communities to identify opportunities to further enhance and develop recommendations in creating effective solutions.
- Improved sense of connection to community.
- Increased access to network support programs and products.
- Successful implementation of referral support network.

