

# Crown Melbourne's contribution to Victoria







Crown Melbourne Resort

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Crown Resorts Limited  
ACN 125 709 953  
March, 2016



# Making a major contribution to Victoria

For more than two decades Crown has invested in tourism infrastructure and quality services to attract visitors to Victoria. Over this time Crown has successfully worked with governments and the broader tourism industry to raise the profile and appeal of Melbourne as an international tourism destination while making a significant contribution to the state economy.

## Supporting the tourism industry

Victoria's visitor economy is growing, and as a tourism business I am proud of Crown Melbourne's role in helping to make this happen. Last year, Crown Melbourne attracted over 20 million visits and generated more than a third of its income from international visitors. With the continued growth of key tourism markets from Asia, Crown is optimistic about the opportunities and economic benefits this will provide to Victoria.

## Providing real jobs for Victorians

Real jobs with a significant career potential are also important for Victoria to continue to grow its economy. Over the last decade Crown Melbourne has added thousands of jobs, with more than 9,400 people working on site today. The Resort also generates thousands of additional employment opportunities throughout the economy and continues to be the largest single-site private sector employer in Victoria.

## Investing in our employees

Crown's approach to employment is unique in the tourism industry. We invest in our employees and seek to provide a real career path for a diverse and professional workforce that competes with the best luxury tourism destinations in the world.

Crown's Indigenous employment program is one of the largest and most successful in the country, having provided employment for more than 450 Aboriginal and Torres Strait Islanders since inception.

Our disability employment program, CROWNability has also been successful in placing more than 90 people in real jobs that are tailored to suit our employees' needs and abilities. In recognition of our approach to employment Crown Melbourne has been awarded Australian Employer of the Year twice in the last five years.

## Helping Victorian businesses to grow

While Crown Melbourne continues to make a significant contribution as one of the state's most visited tourist attractions, we also understand that we have a role to play in helping other businesses across the state of Victoria benefit from the significant economic contribution of tourism. Crown Melbourne is estimated to add \$3.1 billion to the state's economy. This activity provides significant opportunities for Victorian businesses to invest and grow their own workforce.

## Industry leading social safeguards

Crown Melbourne continues to be a global leader in delivering the best possible social safeguards throughout our business. The Responsible Gaming Centre and our team of qualified psychologists are a respected resource that continues to lead the world in the pioneering of best practice responsible gaming programs.

## Contributing to the Victorian community

Crown Melbourne has a proud history of partnering with leading Victorian community organisations that make a positive contribution to Victoria. This support has helped a number of the state's leading charities, sporting, and community groups expand their services in Victoria. Building on this commitment, the Crown Resorts Foundation in partnership with the Packer Family Foundation, have partnered with more than 90 community organisations that support the most disadvantaged in our society through their \$200 million National Philanthropic Fund.

This report reflects Crown Melbourne's progress in promoting Victoria as a destination and its significant support for the Victorian economy and community. While I am proud of Crown's significant contribution to Victoria, I am also excited by the many potential opportunities to continue our collaboration with the government, tourism agencies, and the thousands of businesses and employees we work with every day.



Rob Rankin  
Chairman, Crown Resorts

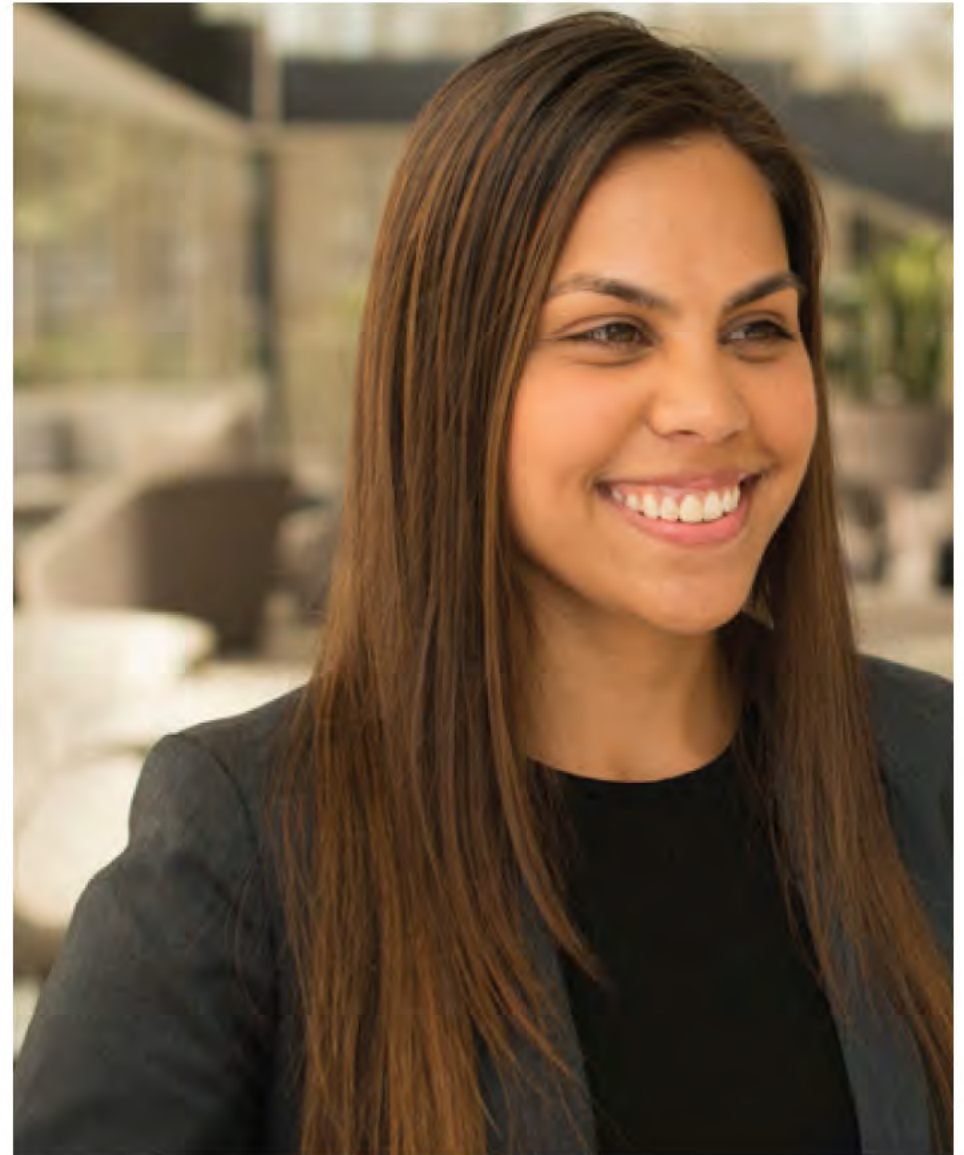
# Community and Project Partners



clontarf  
foundation



NATIONAL CENTRE OF  
**INDIGENOUS**  
EXCELLENCE



# Awards and Recognition



2015 Australian Business Awards –  
Employer of Choice



2015 Australian Business Awards –  
Community Contribution



Gold Award at the 2015  
Brandon Hall Group HCM  
Excellence Awards



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



2014 Casino/  
Integrated Resort of  
the Year



Australian Packaging Covenant



Australian Employer of the  
Year 2013



City of Melbourne 1200  
Buildings Program



2015 Platinum Winner  
at the LearnX Impact Awards



High commendation for  
Energy Efficiency, Facilities  
Management Association



AHRI Indigenous Award for  
2014



## Achievements and endorsements

# 37%

of Crown's Australian revenue comes from international visitors

# 20

million visits per annum to Crown Melbourne

# \$500

million of goods and services sourced annually from 4,000 Victorian businesses

# \$3.1

billion contribution to Victoria's economy every year



"Crown is an integral part of Melbourne's tourism offering and acts as a drawcard in its own right"

*Karen Bolinger*  
Chief Executive Officer  
Melbourne Convention Bureau



"Crown Melbourne is a vital part of what makes Melbourne the events capital of the world"

*Sir Rod Eddington AO*  
Chairman of Victorian Major Events Company

CROWN MELBOURNE'S  
CONTRIBUTION TO  
VICTORIA

ECONOMIC AND  
TOURISM BENEFITS  
FOR VICTORIA

EMPLOYMENT FOR  
THOUSANDS OF  
VICTORIANS

INDUSTRY LEADING  
SOCIAL SAFEGUARDS

COMMUNITY  
CONTRIBUTION

REDUCING OUR  
IMPACT ON THE  
ENVIRONMENT

CORPORATE  
GOVERNANCE

AWARDS

ABOUT CROWN  
RESORTS

Providing  
employment  
opportunities for  
**9,400**  
Victorians in 2015

Investing  
**\$1.8**  
billion  
in tourism  
infrastructure over  
the last ten years

Reduced  
Crown Melbourne  
greenhouse  
gas emissions by  
**16%**  
from financial year 2011 to  
financial year 2015

Retraining  
**500**  
retrenched  
workers



“Crown is much more than a great place to stay in Melbourne, it is actually a reason to come to Melbourne and the world-class facilities offered throughout the Crown Hotels complex in Melbourne is an attraction in itself”

*Andrew Burnes*  
Chief Executive Officer The AOT Group

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

*Victorian Commission for  
Gambling Regulation*  
(Fourth Review of The Casino Operator  
and Lenience, 2008)

**\$3.1** billion  
value added contribution  
to Victoria's economy per annum

Estimated economic contribution by ACIL Allen Consulting 2014 Report:  
Crown Resorts in Australia, The Economic Contribution of Crown Melbourne and Crown Perth





ECONOMIC AND  
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# Economic and tourism benefits for Victoria







In financial year 2015, 37 per cent of Crown Melbourne's \$2.2 billion revenue was generated by international visitors.



# Economic and tourism benefits for Victoria

## Introduction

In an increasingly competitive international tourism market Crown Melbourne is working with the Victorian tourism industry to support Melbourne's standing as a destination for the best luxury tourism experiences, while making a significant contribution to the economy and providing employment for thousands of Victorians.

Crown's reputation for luxury experiences, world-class gaming and entertainment facilities has helped to make Crown Melbourne one of the most visited tourism destinations in Australia and an important demand driver that attracts international and interstate visitors to Victoria. In financial year 2015, Crown Melbourne attracted approximately 20 million visits with 37 per cent of the resorts \$2.2 billion revenue estimated to have been generated by international tourists.

Crown's investment in luxury tourism assets has played an important role in attracting visitors from key international visitor markets. The resort now includes 1,600 hotel rooms making it the largest single-site accommodation provider in Australia.

Crown has continued to invest in our assets to ensure Melbourne can continue to compete with the best hotels and resorts in the world. To maintain Crown Melbourne's position as a luxury tourism destination, in the ten years from financial year 2006 Crown has invested more than \$1.8 billion in upgrading and opening new attractions.

In Victoria, Crown is the largest single-site private sector employer with more than 9,400 people working at the resort and has an outstanding record in employment and employee training. In 2015, Crown Melbourne's \$10 million dedicated training facility, Crown College was entered into the Victorian Tourism Awards Hall of Fame for Tourism Education and Training, having secured the award three consecutive years in a row. Crown College is now one of Australia's most awarded and respected Registered Training Organisations. The Crown College campus at Crown Melbourne has graduated approximately 5,300 apprentices and trainees to date.

Crown's commitment to the training and development of its employees and its investment in quality facilities ensures that the resort continues to be a leader in luxury visitor experiences with the highest of service standards. Crown Melbourne was awarded "Casino/Integrated Resort of the Year" at the 2014 International Gaming Awards in London and is a national leader in creating a diverse and inclusive workforce.

Crown Melbourne also works in partnership with international ambassadors and government marketing and events agencies to promote Crown Melbourne and Victoria to the world. These partnerships have assisted in securing major sporting, cultural, and business events for the state and generating employment and economic opportunities.

In 2014, Crown engaged ACIL Allen to conduct an assessment of the contribution that Crown Melbourne makes to the Victorian economy. The results of the ACIL Allen analysis show that the economic value-added impact and the employment impact associated with the capital expenditure and operations in 2014 of Crown Melbourne was significant.

ACIL Allen estimated that in 2014<sup>1</sup>:

- Crown Melbourne contributed \$3.1 billion in economic value added; and
- Crown Melbourne directly and indirectly supports approximately 14,300 full time equivalent (FTE) positions across the Victorian economy.

### CROWN MELBOURNE KEY FACTS – 2015

Visits	20 million approx.
Economic Contribution	\$3.1 billion
Employed on site	9,400
Hotel rooms	1,600
Events booked	1,800
Victorian businesses supported	4,000 approx.

1. Source: ACIL Allen Consulting "Crown Resorts in Australia, The economic contribution of Crown Melbourne and Crown Perth"

In 2015, Crown Melbourne sourced goods and services from approximately 4,000 Victorian businesses to the value of \$500 million.





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## Crown Melbourne's role in the visitor economy

Crown Melbourne is a generator of economic activity that provides valuable tourism infrastructure, employment and training opportunities for thousands of Victorians. The resort is a tourist and entertainment hub for locals, interstate and international tourists attracting approximately 20 million visits in 2015 – making Crown one of the most visited tourist destinations in the state and Australia.

Crown's hotels help Melbourne maintain its position as Australia's leading destination for events. Crown Melbourne's 1,600 hotel rooms provide important visitor infrastructure lifting the capacity of the city to accommodate major sporting, cultural and business events. In 2015 Crown's three hotels provided in excess of half a million bed nights making it the largest single-site accommodation provider in Victoria.

The number and quality of hotel rooms at Crown Melbourne also increases the capacity of the city to attract high-net-worth visitors, lifting the overall economic impact of major events hosted within the city. Crown's three hotels maintain an average occupancy rate in excess of 90 per cent throughout the year and attract a higher proportion of visitors from international markets than other hotels in Melbourne.

Crown's ongoing investment in training and development of our employees helps Melbourne compete with the best resorts in the world. Crown Melbourne is one of the largest employers in the Victorian tourism industry, providing employment for more than 9,400 people. Crown invests heavily in its employees, providing training and development opportunities to help them build a long term and rewarding career in the tourism industry and ensure the highest level of service for our customers.

Crown Melbourne also generates significant benefits for the broader Victorian economy, ensuring that many more businesses of all sizes are able to share in the benefits of the tourism industry. In 2015 alone Crown procured more than \$500 million worth of goods and services from approximately 4,000 Victorian businesses helping to generate further employment throughout metropolitan Melbourne and regional Victoria.

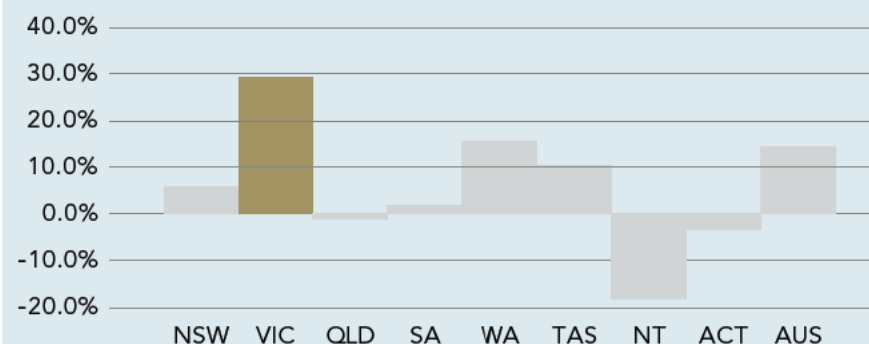
## Tourism has become a critical industry for Victoria's future prosperity

The Victorian tourism industry contributes in excess of \$21 billion in GSP, or 5.9 per cent of the Victorian economy. As an industry, more than 206,000 people are employed in the tourism industry across the state, making up more than 7.2 per cent of all jobs in Victoria.<sup>1</sup>

The Victorian tourism industry is also growing, providing significant opportunities for businesses and the economy overall. In financial year 2015, domestic overnight visitor expenditure in Victoria increased 5.3 per cent, well ahead of the national average of 4 per cent. There were over 5.2 million interstate overnight visitors to Melbourne in the year ending June 2015, who spent \$4 billion and accounted for 17.9 million bed nights. The year-on-year increase in nights (+15.5 per cent), visitors (+11.8 per cent) and expenditure (+10.6 per cent) were all ahead of competitor Australian capital cities.

Victoria is now the fastest growing international tourism destination state in Australia. Over the last five years (year ending June 2010 to 2015), international visitors to Victoria increased at 8.4 per cent per annum, compared to 4.8 per cent per annum growth for the national average. In financial year 2015 international expenditure growth reached 15.1 per cent and exceeded the national average of 11.2 per cent.

INTERNATIONAL VISITOR GROWTH TO STATES AND TERRITORIES (FY 2010-2015)



Tourism Research Australia, 2014 International Visitor Survey

1. 2013-14 State Tourism Satellite Accounts, Tourism Research Australia



In 2015 Chinese tourists generated in excess of \$1.7 billion of expenditure and accounted for more than one quarter (26.1 per cent) of international leisure travel exports.





International markets are projected to account for 86 per cent of total growth in visitation to Victoria in the next ten years with a significant proportion of this growth to come from Asia.<sup>1</sup> Over the last five years, Victoria has consistently been a leader in attracting greater share of the international tourism market.

### The size of the tourism opportunity from Asia

By 2030, two thirds of the world's middle class will come from the Asia Pacific, up from just under one third in 2009. There are over 300 million middle class consumers in China alone – equal to the entire population of the United States of America. By 2030, China is expected to have more than 1.4 billion middle class consumers compared to 365 million in the USA and 414 million in Western Europe.

Tourism from the Asian region has been the key driver behind the growth in international visitors to Victoria. In financial year 2015 visitors from the Asian region made up the top four fastest growing international visitor source markets for Victoria. The largest market, China attracted 439,000 overnight visitors to Victoria, a 24.3 per cent increase over the previous year.

The Chinese leisure market is both high volume and high yield and the fastest growing in the Asian region. The Chinese market underpins Victoria's international visitor and expenditure growth. China's visitor expenditure accounts for more than one quarter (26.1 per cent) of international visitor expenditure in Victoria.<sup>2</sup> Tourism Research Australia estimates that

Chinese tourists are more likely than any other leisure visitors to be high spenders with an average trip expenditure of AUD\$7,769 per trip.

### Helping to attract a greater share of Asia's booming outbound tourism to Victoria

Crown is focused on attracting Asian tourists – the fastest growing and most valuable tourist market in the world. Crown recognised the opportunity offered by Asia's middle class traveller's early and has invested in the facilities and services to capture a share of this important market.

Crown has invested significantly in both its Australian resorts and its workforce to tailor its offering to meet the demands of the Asian middle class traveller – providing world-class luxury goods and services. Crown has complemented this investment with targeted marketing throughout China to ensure the Crown brand is widely recognised as a luxury entertainment offering. Crown's strong brand recognition in China, has also helped promote Australia as a desirable destination for Asian travellers.

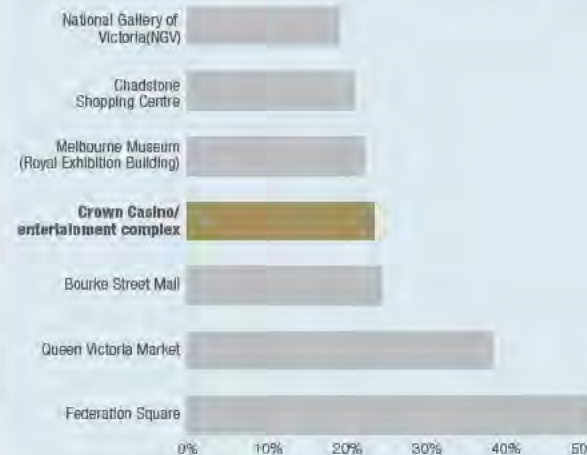
Crown has supported national and state tourism bodies to promote Australia as a destination globally and is an active participant in supporting Victorian businesses benefit from the growing tourism markets in our region. Crown will continue to work with the broader tourism industry and Victorian government to capture a greater share of this opportunity, so all businesses can benefit from the potential opportunities of the growth in visitor markets from Asia.



Herald Sun, November 10, 2015

### MELBOURNE ATTRACTIONS FOR CHINESE VISITORS

Source: Tourism Research Australia, International Visitor Survey, 2014



1. Tourism Victoria, Economic Contribution of tourism to Victoria 2013-14  
 2. International Visitor Survey, National Visitor Survey, September 2014, Tourism Research Australia, Canberra.





In 2015, one in four Chinese tourists visited Crown during their stay in Melbourne



## Attractions that cater to the Asian tourism market

To ensure that our facilities match the best in the world and remain a key draw card to attract visitors to Victoria Crown has invested \$1.8 billion over the last ten years in Melbourne's tourism infrastructure (excluding the proposed Queensbridge Hotel Tower project). Our significant ongoing investment in our resorts allows Crown to continue to appeal to the growing middle class visitors that are so crucial to the future growth of the Australian tourism industry.

Crown understands the importance of creating new experiences while offering an impeccable standard of service to appeal to the Asian middle-class tourist. Our strategy is working and is helping to attract visitors from key Asian markets, and particularly from China. In 2015, one in four Chinese tourists visited Crown during their stay in Melbourne. Crown Melbourne was also ranked as the fourth most popular destination in Victoria for Chinese visitors. Our investments in new projects continue to the reputation and appeal of Crown Melbourne, helping to drive more visitors to stay in our largest Australian resort.

Our investment in tourism infrastructure is complemented by our investment in our employees. Crown understands that international tourism is increasingly driven by quality experiences, genuine service and fine dining.

To ensure that Crown Melbourne's employees have the skills required to deliver world-class service, Crown has constructed a \$10 million dedicated training facility called Crown College within the Crown Metropolis Hotel. To date the facility has graduated approximately 5,300 apprentices and trainees and 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 industry.

## The importance of Crown's brand in China

Crown's strong brand recognition in China and its detailed understanding of the desires of Chinese tourists will help ensure that Crown Melbourne attracts a growing share of high net worth visitors to Victoria. Crown's brand recognition in China, assisted by its investment in Macau through Melco Crown Entertainment Limited (MCE), gives it a major advantage in the Australian market as brand familiarity and loyalty is very important to Chinese middle class consumers.

A 2011 Boston Consulting Group Report noted the importance of brand to Chinese travelers, especially in terms of hotel and airline choice: "Our survey participants listed brand—the promise of quality and service—as the most important factor in their choice of hotel or airline. Indeed, they said that they rarely choose brands that are entirely unknown to them. However, they are always eager to try a new brand if they have heard of it." "...establishing brand loyalty is both an imperative and a challenge in China's travel market."<sup>1</sup>

The Boston Consulting Group, in September 2012, released a report titled 'Imagining Australia in the Asian Century, How Australian Businesses are Capturing the Asian Opportunity'. In this report they mentioned Crown's growing international brand as a key factor in Crown's success: "Crown's success is driven by: a strong domestic and growing international brand; a partnership model for its expansion into Asia; innovative product offerings; and Australia's own strong brand."<sup>2</sup>

Over the past 20 years, Crown has invested significantly in building its brand in Asia and Australia. Two properties, City of Dreams Macau and City of Dreams Manila feature hotels called Crown Towers. Both are prestigious, luxury hotels which further promote the Crown brand in Asia and build brand loyalty. Crown has also opened sales offices throughout Asia. These offices collaborate with Crown Melbourne to attract visitors from the region to Victoria.

1. Source: The Boston Consulting Group, 'Taking Off: Travel and Tourism in China and Beyond' (March 2011)

2. Source: The Boston Consulting Group, 'Imagining Australia in the Asian Century' (September 2012)

## Economic and tourism benefits for Victoria



Li Na and The Lord Mayor of the City of Melbourne, Robert Doyle help launch Crown's 2016 Lunar New Year festival in the Atrium of Crown Melbourne

Crown has continued to invest in sponsorship agreements that promote Melbourne as a leisure destination for high net worth visitors from some of the largest and most valuable tourism markets in the Asian region.

Crown's ongoing sponsorship agreement with Li Na, the most successful tennis player

in China's history has helped to raise the profile of Melbourne as a tourism destination to a significant audience in Asia. Since 2011, Crown has leveraged its sponsorship agreement with Li Na through promotional materials, advertising campaigns and endorsements through social media channels popular in China including Weibo and WeChat.

During the 2016 Australian Open, Crown continued leverage its relationship with Li Na to promote Melbourne and it's Lunar New Year festival through a number of television, print, and social media events with significant reach into Asia.

### Crown's strong Asian marketing network

Crown's brand, resources and relationships in China play an important role in helping the Victorian Government to market Melbourne and Victoria as an aspirational destination.

Crown promotes the Crown Melbourne resort by leveraging its global brand and reputation and utilising its international sales team. Crown's shareholding in MCE, one of Macau's major integrated resort operators, and its extensive marketing network and commitment in Asia, has facilitated the promotion of its Australian

resorts. This has also helped foster Melbourne as a destination of choice for persons of high-net-worth.

Crown's strong brand in Asia is supported by the fact that:

- City of Dreams Macau featuring Crown Towers as its luxury hotel has been awarded the "Forbes Five Star" rating in both Lodging and Spa categories since its inception;
- The Crown brand features throughout the guest rooms and other facilities within the Crown Towers hotel at City of Dreams Macau and Crown Towers City of Dreams Manila; and
- The Crown Signature Club magazine features in each Crown Towers hotel room (and features Crown's Australian properties).

Crown maintains an active presence in Asian countries with an internationally based sales, marketing and support team in excess of 60 people. Crown and MCE sales staff throughout Asia (including in Macau) collaborate to ensure that MCE VIP customers are cross-referred to Crown's Australian properties and Crown VIP customers are cross referred to MCE's Macau casinos.

### Crown's effective marketing partnership with state tourism bodies

Crown works very closely with state tourism bodies in Victoria in marketing the state interstate and globally.

The Victorian Government's China Tourism Strategy identifies Crown Melbourne as one of the key partners it will work closely with in achieving their targets. "Work with industry partners to promote Melbourne and regional Victoria in China, including the Crown Integrated Resort, Phillip Island Nature Park, Sovereign Hill and the Bendigo region."<sup>1</sup>

Crown Melbourne's support of state tourism bodies incorporates preferred partnership agreements. This support covers accommodation and restaurant utilisation for media and trade visits, meeting space for press conferences, airline bid opportunities, marketing promotions, joint sales calls and attendance at key trade events and missions.

1. Source: State Government of Victoria, 'Victoria's China Tourism Strategy' (May 2012)



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Karen Bolinger, CEO MCB

## Crown partners with industry to win events for Victoria

“Melbourne Convention Bureau (MCB) is responsible for identifying and securing international business events for Victoria and since 2009 has won more than \$1.5 billion worth of major conferences, meetings and incentives for the state. Crown Resorts is one of MCB’s primary strategic partners and works collaboratively with us to attract and host these events.

Crown Melbourne’s location next to the Melbourne Convention and Exhibition Centre (MCEC) makes it a key accommodation provider for large international meetings. It is also a stand-alone meetings venue and often supplements meetings held at MCEC.

**A strong international reputation as a tourism destination and entertainment complex makes Crown a valuable part of incentive itineraries, where we are always looking to create the ‘wow factor’.**

Crown is an integral part of Melbourne’s tourism offering and acts as a drawcard in its own right. The Crown team is consistently willing to go above and beyond for us when we are bidding for or hosting events. They understand what we need, the often short timeframes to which we are working and the need to present and deliver the best possible experience for our international clients.”





"Crown Melbourne is a vital part of what makes Melbourne the events capital of the world."

*Sir Rod Eddington,  
Chairman of The Victorian Major Events Company*



Crown is committed to supporting the needs of the state tourism offices and ultimately sees itself as an extension of these organisations and appreciates the impact this has overall on the success of Australian and state tourism. Crown also provides bespoke experiences to the state tourism offices and utilises its assets and connections to enhance the state's brand and tourism messages. This incorporates access to the exclusive Capital Golf Course, key sponsored Crown Events and Crown Ambassadors.

### Helping to secure major events for Victoria

Crown Melbourne has played an important role in helping Melbourne become a world leader in hosting major events. The resort is a central destination that helps activate the city, providing the necessary entertainment, accommodation, and dining offerings needed to support significant international events.

Melbourne's capacity to host major events relies on the availability of short term accommodation for visitors. The Melbourne CBD has approximately 17,000 available hotel rooms (June 2014); with Crown Melbourne providing approximately 10 per cent of all hotel rooms to the market. As the largest single site accommodation provider in Melbourne with 1,600 luxury hotel rooms, Crown delivers critical hotel room supply needed to accommodate visitors to Melbourne for major events such as the Melbourne Cup, or the Australian Open.

Crown's hotels also attract higher spending visitors to Melbourne. Crown Towers, Australia's only six-

star hotel caters to high-net-worth visitors who have a significant impact on the local economy. Crown Metropal is Australia's largest five-star hotel with 658 rooms and suites and also attracts visitors to Melbourne with a higher discretionary spend.

Crown works closely with Victorian government agencies and industry to support major international meeting and convention business bids that contributes more than \$1.2 billion to the Victorian economy each year. As a member of the Melbourne Convention Bureau Crown has helped to attract and incentivise major conferences to meet in Melbourne. These conferences have included the 2014 International AIDS Conference that attracted over 13,500 delegates with an estimated economic impact of \$80 million for the Victorian economy.

Crown's proximity to the Melbourne Convention Centre has helped to form a world-class plenary precinct with a global reputation for luxury accommodation, fine dining, and entertainment to complement major meetings and events. The Southbank destination, dining options, accommodation and entertainment offering coupled with world-class convention and exhibition facilities ensure that Melbourne is a leading choice for international meetings and events that play a vital role in the Victorian economy.

### Helping Victorian businesses benefit from tourism

Crown Melbourne's operations generate significant opportunities for Victorian businesses to benefit from the tourism industry. Crown Melbourne's procurement chain sourced more than \$800 million of goods

and services a year and helps support thousands of Victorian jobs and local producers across the state economy to provide world-class tourism experiences.

In 2015, Crown engaged with approximately 4,000 Victorian vendors for Crown Melbourne to the value of approximately \$500 million. In Victoria we give preference to local and Australian based businesses for the procurement of goods and services with 63 per cent of Crown Melbourne's procurement spend within the state of Victoria. This has resulted in a significant proportion of Crown's existing supply base being located within 50kms of Crown's properties and more than 90 per cent of our total procurement spend paid to Australian businesses varying in size and scale from large telecommunications providers, to local owned family businesses.

### Attracting high-net-worth tourists and greater visitor spend

Crown's resorts through their world-class accommodation and gaming facilities attract high net worth tourists who typically spend significantly more than average tourists during their visit. High-net-worth tourists are therefore of much greater value to the local businesses and economies they visit, which explains why so many governments, both domestically and internationally are competing to attract them.

### The benefits of VIP gaming for Melbourne

VIP gaming delivers significant revenue which will benefit the taxpayers of Victoria and support Crown's investment in other areas of Crown Melbourne such as hotel rooms, restaurants and leisure facilities, lifting the standing

# Economic and tourism benefits for Victoria

of Melbourne among other international tourism destinations that cater to high-net-worth visitors.

The VIP gaming market is highly competitive. ACIL Allen estimated that in 2013 Australia held just 2.8 per cent of the global VIP program play market.

To compete with major destinations in the region such as Macau and Singapore, Crown has invested in luxury experiences that attract high-net-worth and VIP players to Melbourne.

In its report ACIL Allen wrote “Even a small increase in Australia’s market share of the global VIP baccarat market will have a significant benefit for the Australian economy. This is a consequence of international VIP program play expenditure being considered an export.”

VIP visitors generate significant on-spend in the Victorian economy through shopping, dining, and further travel in regional Victoria. ACIL Allen wrote that “High wealth gamblers are not only important for casino but also for the wider economy. Specifically, high wealth gamblers often travel with entourages of up to 10-15 people who undertake activities outside of the casino. Such as, shopping at high end retailers, visiting the city’s top restaurants, and also tourist activities in the local region.”

Crown Melbourne promotes opportunities for our high-net-worth visitors and their traveling companions to experience major tourism attractions both in Melbourne and regional Victoria, helping to support local businesses throughout the state.

## Crown’s credentials and commitment to the hotel accommodation sector

Crown operates three hotels at Crown Melbourne. These hotels offer guests premium to luxury accommodation with world-class amenities that include award winning swimming pools, day spas, and luxury villas. With over one million guest nights a year, Crown Melbourne’s hotels provide local, interstate and international guests with an excellent range of accommodation options.

Crown’s Melbourne hotels have been recognised with a number of state, national, and international awards from industry and consumer websites. Given the highly competitive nature of the international tourism industry, Crown heavily reinvests in its offering to make sure it remains competitive or better than other hotels the world has to offer.

## Crown Towers Melbourne

Crown Towers Melbourne maintains its position as a leader in the luxury hotel segment with the highest average room rate in Melbourne and overall occupancy in excess of 90 per cent for the last five years.

Crown Towers has won several awards, including the 2013 Best Hotel Australia awarded at the Asia Pacific Hotel Awards, the 2012 Gourmet Travelers Award for ‘Best Large Luxury Hotel’, the ‘Australian and Victorian Tourism Award for Best Luxury Accommodation’ and the ‘Australian Traveler magazine award for Best Overall Hotel’.

Comprising 480 guest rooms, spa and leisure facilities, meeting rooms and a private lounge, Crown Towers was fully refurbished in financial year 2008/09, delivering major enhancements to what were already considered world-class facilities.

The leisure and gaming markets continue to dominate the weekend periods, while corporate activity provides strong mid-week activity. This broad customer base provides protection against a downturn in any one segment.

## Crown Metropol Melbourne

In 2010, Crown Metropol Melbourne was opened at the western end of Crown Melbourne. Comprising 658 guest rooms, spa and leisure facilities, meeting rooms and a private lounge, Crown Metropol Melbourne has established itself as a destination of choice for leisure, corporate and conference guests.

Crown Metropol’s broad appeal has enabled occupancy to consistently in excess of 90 per cent and it now welcomes more guests than any other hotel in Melbourne.

Crown Metropol Melbourne’s proximity to the Melbourne Convention and Exhibition Centre and Docklands precinct provides attraction to conference delegates and companies with headquarters in the Southbank and Docklands area.

## Crown Promenade

The Crown Promenade Melbourne hotel has 465 guest rooms. Opened in December 2003, Crown Promenade Melbourne quickly established itself as the highest occupancy hotel in the city, consistently recording annual results of over 90 per cent. To achieve this result, the hotel has secured large groups (conferencing and events) and corporate clients. The hotel has also increased its share in the leisure segment, which now accounts for more than one third of the total customer mix.



## Proposed Queensbridge Hotel

Continuing our investment in Southbank, Crown and its joint venture partner, The Schiavello Group, are seeking to further expand its accommodation offering with a new 400 room luxury five-star hotel proposed as part of an adjoining development generating thousands of new jobs for Victoria.

If approved, construction of the Queensbridge Hotel is expected to take four years to complete, and will generate 1,200 direct and 1,800 indirect construction jobs over this period. During operation the new Queensbridge Hotel is expected to add an additional 450 direct and 610 indirect on-going jobs.

Upon completion, Crown will own and operate over 2,000 luxury hotel rooms within the Southbank precinct, making it the largest single-site luxury accommodation provider in Melbourne and Australia. The new hotel rooms will further accelerate the transformation of Southbank into an employment hub for tourism and events industry employment in Victoria.

A new hotel will also boost Melbourne's capacity to host major international sporting and business events while catering to the growing international high-net-worth tourism market. Crown Melbourne's accommodation occupancy rate rarely falls below 90 per cent and the additional hotel rooms will boost our capacity to bring more international and interstate guests to Melbourne and provide a new attraction for the Southbank precinct.

## Crown Melbourne is a catalyst for urban renewal

Crown Melbourne has been a catalyst for the urban renewal of the Southbank precinct into a world-class tourism destination. The concurrent development of the Melbourne Convention and Exhibition Centre and Crown Melbourne has activated the precinct and revitalised what was formally industrial land along the Yarra foreshore.

Together the Melbourne Convention and Exhibition Centre and Crown Melbourne have revitalised the Southbank precinct and attracted further investment to Victoria. Because of this investment, Southbank has become one of Melbourne's fastest growing residential and commercial centres providing thousands of jobs and homes in close proximity to the CBD and public transport.



Southbank 1993



Southbank 2015

Providing employment  
and training opportunities for

**9,400**

Victorians in 2015





ECONOMIC AND  
TOURISM BENEFITS  
FOR VICTORIA

EMPLOYMENT FOR  
THOUSANDS OF  
VICTORIANS

INDUSTRY LEADING  
SOCIAL SAFEGUARDS

COMMUNITY  
CONTRIBUTION

REDUCING OUR  
IMPACT ON THE  
ENVIRONMENT

ABOUT CROWN  
RESORTS

# Employment for thousands of Victorians



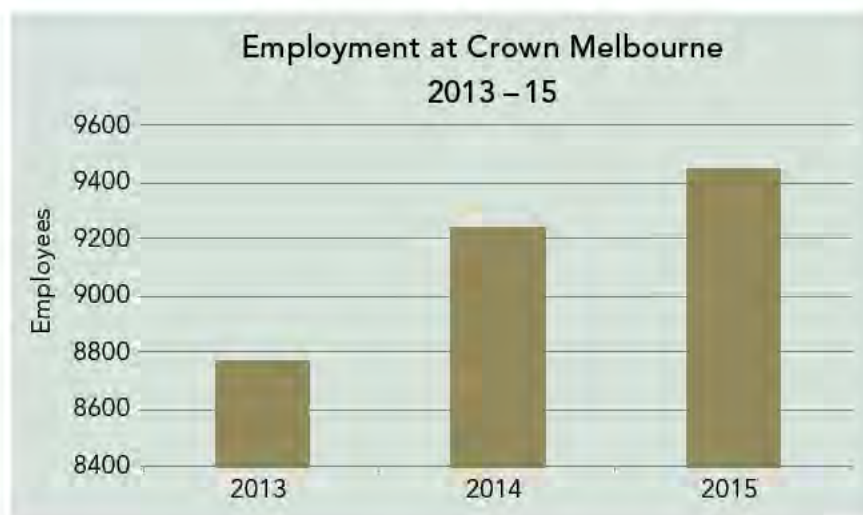
Crown Melbourne employees

## Employment for thousands of Victorians

The Victorian tourism industry is growing and Crown has continued to expand our workforce to cater to new demand for quality tourism experiences. Crown Melbourne has added approximately 2,000 new jobs over the last ten years and is now the largest single-site private sector employer in Victoria with more than 9,400 people working at the resort. In 2014 ACIL Allen estimated that the resort indirectly supports approximately 5,000 additional Victorian jobs every year.

### Our People – The Crown Difference

Crown is committed to investing in its people, helping our employees achieve their personal career ambitions. To achieve this outcome and deliver world-class customer service Crown Melbourne has invested heavily on training and developing our employees. 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 receiving significant awards for its dedication to these programs.



Crown measures its success in training and education by a variety of indicators. One of these is the frequent recognition Crown receives by external bodies, including several high profile awards from government and industry bodies. Two examples include Crown Melbourne winning the Federal Government's 2013 'Australian Employer of the Year' Award at the Australian Training Awards, and in the same year 'Victorian Employer of the Year' Award from the Victorian Government.

Crown's commitment to indigenous employment and training was also honoured by the Australian Human Resources Institute (AHRI) Inclusion and Diversity Awards in 2014, with the 'Indigenous Employment Award'.

In 2015, Crown Melbourne was also awarded the 'Employer of Choice' at the Australian Business Awards. In the same awards ceremony, Crown was honoured by receiving the 'Community Contribution – Indigenous Employment Program' Award for Crown's Indigenous Employment Program. In 2015 Crown was entered into the Victorian Tourism Awards Hall of Fame for Tourism Education and Training, having secured the award three consecutive years in a row.



2015 Australian Business Awards – Community Contribution



2015 Australian Business Awards – Employer of Choice



AHRI Indigenous Award for 2014



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## Training and development

Many of our employees are beginning a career in the tourism industry, and Crown is committed to supporting them turn a job into a long and sustainable career at our resorts. Crown also supports our employees make the transition from other industries later in life, with specific employment programs targeted towards mature and retrenched workers, helping them to retrain for new roles.

### Crown College

Crown Melbourne's \$10 million dedicated training facility; Crown College in Melbourne plays a crucial role in providing world-class training for our employees. The facility is now one of the largest and most successful industry based registered training organisations in Australia, and has graduated over 5,300 apprentices and trainees with qualifications that assure the high standard of service and quality experience for Crown Melbourne's customers.

Crown's approach to education is to ensure that our employees develop the skills needed for a career in the growing tourism industry. All employees are provided with a career pathway aligned to qualifications through Crown College's 'Learning Pathways Program'. There are more than 600 different roles available to Crown Melbourne, and Crown's training programs are available to help our employees progress into new and more rewarding roles in the business. More than 1,000 employees, including supervisors and managers, are currently undertaking training within the Australian Qualifications Framework.

Crown College Melbourne has the capacity to accommodate more than 300 people at any one time. The College comprises several training rooms, including a replica of Crown's gaming floor, a dedicated Gaming Machines training room, a 70-seat auditorium used for induction training, two computer-training rooms, five general-purpose training rooms and four meeting rooms. The 'Culinarium' – a food and beverage training kitchen and restaurant, is also located at Crown College.



Crown College Melbourne includes a dedicated training kitchen and restaurant called Culinarium that is open to the public.

## Employment for thousands of Victorians



Melbourne has graduated approximately 5,300 apprentices and trainees



## Crown College Melbourne is comprised of three schools:

**The School of Business**, which delivers accredited qualifications and employee development programs;

**The School of Gaming**, which provides technical skills and training in Table Games and Gaming Machines; and

**The School of Hotels, Food and Beverage** which provides front-of-house and back-of-house training for employees.

The Culinarium is a 70-seat training restaurant and bar. This facility provides specialised food and beverage training to employees. Apprentice Chefs and Trainee Food and Beverage Attendants work under supervision to gain the knowledge and skills needed for a successful career in the hospitality industry. With state of the art technology and modern equipment to assist with the development of staff, The Culinarium facility is setting new standards in training. Some of the finest Crown chefs oversee training in the kitchens.

As a Registered Training Organisation (RTO), Crown Melbourne is committed to providing quality training in its accredited programs and across all of the learning and development programs. Currently, Crown College offers:

1. Traineeships, apprenticeships and a wide range of other learning and development programs to Crown employees from all business units and at all levels within the organisation; and
2. An apprenticeship program to non-employee apprentice chefs.



Crown Melbourne employees

# Employment for thousands of Victorians

In addition, Crown College partners with over 30 external organisations and consultants to deliver training in a broad range of areas where existing trainers do not have particular expertise (for e.g. graphic designers, coaches, instructional designers, management specialists and Victoria's Employers Chamber of Commerce and Industry), which ensures best practice at all levels; relevance and compliance of programs and alignment to Crown's business strategy. Crown is one of the few employers in Australia which provides dedicated training and learning facilities on this scale.

## About Crown's training and development programs

Crown has qualified and experienced technical trainers on-site in Melbourne who deliver business unit training and assist employees with specific workplace-related questions. Other learning and development programs are delivered by a combination of internal and external training specialists, as required.

## Accredited training

As a Registered Training Organisation, Crown is delivering a number of accredited programs, including traineeships and apprenticeships, a Leadership Development Program and Management Development Program. Upon successful completion of one of these programs, participants receive an accredited qualification.

## External providers and partnerships

Crown Melbourne works with a number of other Registered Training Organisations and consultancies to help develop, deliver, or assess its programs. These partnerships include, Box Hill Institute of TAFE, Holmesglen Institute of TAFE, Kangan Institute, Swinburne University of Technology, Ezy-Learn, Chartered Accountants Australia, Victorian Employers' Chamber of Commerce and Industry, plus other providers and operators who specialise in fields such as finance, marketing, human resources and security.

## Training calendar

Crown releases a training calendar every six months, which outlines the dates of all learning and development programs that are being held during those six months. The calendar helps employees and their managers identify learning opportunities and plan rosters and work commitments accordingly.

## On-line training

Crown has developed over 30 on-line training programs including Blackjack and its variations; Responsible Service of Gaming; Responsible Service of Alcohol; Hygiene for Food Handlers; Equal Employment Opportunity; Casino Awareness and Emergency Awareness Training.

## Employee induction

All new Crown employees attend a company-wide induction program. During the program, employees learn about: the organisational structure; the business that is Crown; Crown's expectations of employees; key policies (including the Equal Employment Opportunity policy, Occupational Health and Safety Policies, Human Resources policies); customer service standards; compliance and responsible service of gaming obligations; AUSTRAC obligations and fire and evacuation procedures. Familiarisation with the back-of-house premises and day-to-day functions such as wardrobe and uniform procedures, parking and employee benefits is also conducted.

## Business unit induction

After the corporate induction, employees receive induction into their business unit and role. A 'Buddy' is assigned to the new employee as a mentor for the first 100 days of 'on boarding'. Where relevant, some business unit induction is completed in conjunction with the employee's technical training, traineeship, or apprenticeship.

## Technical training, traineeships and apprenticeships

New employees are provided with relevant technical training before commencing their duties on the gaming floor. Some of this training leads to an accredited qualification.



## Compulsory training

In addition to the technical training, traineeships and apprenticeships, Crown has a number of programs that are compulsory for employees, depending upon their role. This training is provided when an employee commences employment (sometimes as part of their traineeship or apprenticeship) and compulsory refresher courses are completed every two years. Compulsory training aims to ensure that Crown's 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: Crown Melbourne received approval from the Victorian Commission of Gambling and Liquor Regulation (VCGLR) to provide this course to all Gaming Machines and Table Games employees, among others;
- Responsible Service of Alcohol: Staff from Crown Melbourne's Food and Beverage, Security Services, Surveillance, Table Games, Gaming Machines, Responsible Gaming Support Centre, Banquets and Hotel teams participate in the Responsible Service of Alcohol Training Program and undergo a Responsible Service of Alcohol refresher course every two years. Records of this training are updated on Crown's Responsible Service of Alcohol Registry;
- Health and Safety Training in all areas of its operations. Crown is self-insured under Victorian legislation;
- Equal Employment Opportunity training is provided to ensure that all aspects of



Crown Melbourne employees continue to receive training and development opportunities to advance their career.

## Employment for thousands of Victorians

recruitment, training, management and promotion are performed in accordance with equal employment opportunity legislation;

- Casino Awareness Training is provided, 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; and
- Respecting Each Other is a training course provided to all employees to ensure diversity, mutual respect and a safe work environment for all.

### Supervisory training

Crown delivers a Leadership Development Program at Crown Melbourne for employees who are promoted to supervisory roles, or are identified as having the potential to be promoted into a supervisory role. Aligned to the Certificate IV in Frontline Management in Melbourne, the program provides participants with the skills and knowledge to competently interact with, lead and provide feedback to team members. Participants attend facilitator-led workshops, coaching sessions and meetings with their manager and course work is completed before and after each workshop.

The Leadership Development Program was developed as a direct result of recognising that while employees at this level had well-developed technical skills, this did not mean that they automatically possessed the skills to lead and develop teams. Upon successful completion of the program, participants are awarded a Certificate IV in Frontline Management.



### EMPLOYEE PROFILE

*Rabia Hussein – Chef,  
Mr Hive Kitchen and Bar*

Rabia joined Crown in January 2012 after enrolling in Certificate III Commercial Cookery at Crown College Melbourne and has recently completed her apprenticeship as a qualified Chef, working at Mr Hive Kitchen and Bar.

"The reason I applied for Crown was because it is a part of one of the largest commercial industries in Australia, and gives chefs so much opportunity if they are willing to improve and succeed" Rabia said.

Rabia has gone on to win a number of industry awards and was named Crown Apprentice of the Year in 2015, and a finalist in the Victorian Training awards. She said "I couldn't have dreamt of a better place than Crown to learn and develop strong communication and leadership skill and great teamwork."



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## Management training

Crown Melbourne delivers a Management Development Program (titled 'Next Generation of Leaders') for employees who are promoted to management roles in the business, or are identified as having the potential to be promoted into a management role. Aligned to the Diploma of Management, this program further develops employee's leadership skills, as well as focussing on managerial functions, such as budgets, long-term planning, business strategies and so on. This program also contributes to Crown Melbourne's succession planning strategy

## Learning pathways

Together, the traineeships and apprenticeships, the Leadership Development Program and the Management Development Program form Crown's Learning Pathways and give employees relevant learning and development, aligned to their career development.

## Career Development Support

Crown Melbourne's Career Development Support program enables eligible employees to complete an external course (generally higher business qualifications) that is deemed to support their current or future roles in the company. Crown currently has a number of employees undertaking study in higher business qualifications under this program, whereby Crown reimburses employees up to 80 per cent of the fees they incur to complete their studies.

## Customised seminars/workshops

Crown conducts many customised seminars and workshops for Crown employees, usually selected by managers and addressing specific topics that will directly benefit a particular business unit or team.

## Dealer workplace coach program

Crown Melbourne's Table Games Area Managers complete training in coaching (a course delivered by Table Games Core Trainers) after which they provide one-on-one coaching to new dealers during the dealers' initial training and first six months of working on the gaming floor. Each coach is a supportive contact person for the dealer, who provides both formal and informal feedback, support and assistance.

## Food and Beverage program

Food and Beverage provides formal career pathways for their front-of-house and back-of-house employees. The program includes coaching, mentoring, facilitator-led classroom training, on-the-job training and one-on-one sessions. Relevant learning opportunities are identified for each individual employee or food and beverage outlet and delivered accordingly on an as-needed basis.

The program aims to attract and retain talented and committed employees by:

- Providing multiple training programs to develop relevant skills within the business unit;
- Encouraging employees to progressively move to more senior positions by offering a clear career pathway; and

- Encouraging employees to consistently demonstrate Crown's core values.

## The future of learning and development at Crown

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 \$10 million in the Crown College premises and equipment in Melbourne, 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.

## Recipient of major training awards

Crown has been the recipient of numerous Industry, state and federal government awards for employment, training and diversity. In the last two years alone Crown College has won multiple government and industry awards including 'Employer of Choice Award' at the 2015 Australian Business Awards for the second year running and the 'Education and Training Award' at the 2014 Victorian Tourism Awards.

## Employment for thousands of Victorians



### EMPLOYEE PROFILE

*Thomas Bevan -  
Table Games Dealer,  
Crown Melbourne*

Originally from Perth, Thomas Bevan came to Melbourne to study an Administration Apprenticeship at Kangan Institute. He joined Crown Melbourne in 2012 as a Dealer and has been thriving in the dynamic, customer service-focused environment.

Thomas says Crown's Indigenous Employment Program "creates a real sense of community", which he finds reassuring. "Crown celebrates occasions such as NAIDOC Week, National Reconciliation Week, National Sorry Day and Harmony Day."

Thomas says, "It's wonderful to be able to share these celebrations with my colleagues." Thomas is looking forward to a long career at Crown, where he can grow and learn. "I am really interested in pursuing a role in Hotels and hope to one day be a manager at Crown."

In recognition of Crown's commitment to professional development of its employees, the Australian Government has honoured Crown Melbourne with the 'Australian Employer of the Year' Award twice in the last five years.

### Employment opportunities for Indigenous Victorians

Crown prides itself on a strong commitment to Aboriginal and Torres Strait Islander employment. As the largest single-site, private sector employer in Victoria, we recognise that we have a responsibility to lead the way in creating opportunities for Aboriginal and Torres Strait Islander Australians to build careers in the tourism and entertainment industry.

Crown Resorts was the first employer to sign the Australian Employment Covenant in 2009, and provided the first job opportunities under that program. Our commitment in 2009 was to hire 300 Aboriginal and Torres Strait Islander people, which we achieved in 2013. Our current target is 2,000 job opportunities across our business by 2021.

We employed our 450th Aboriginal and Torres Strait Islander employee in July 2015.





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Across our Australian resorts more than \$18 million in wages have been earned by our Aboriginal and Torres Strait Islander employees, resulting in a direct and positive impact to the community. The ongoing benefits continue to generate improved access to education and health services, which results in long term and sustainable improvements for community members.

Crown's Indigenous Employment Program has been recognised by industry and governments, in the form of a number of prestigious awards, most recently the 2014 Australian Human Resources Institutes' Inclusion & Diversity Award.

Crown Resorts recently launched our Elevate Reconciliation Action Plan with Victorian Premier The Hon. Daniel Andrews MP, Mr. James Packer, and Justin

Mohamad, CEO of Reconciliation Australia. Crown is one of a few Australian corporations that have achieved this level of Reconciliation Action Plan. The Elevate plan demonstrates our commitment as a corporation to delivering real and lasting reconciliation at Crown Melbourne and Crown Perth and within the Victorian and West Australian community and will see a greater focus on developing Indigenous managers and support for community and cultural development.



*"Providing meaningful employment for Aboriginal and Torres Strait Islander Australians is central to reconciliation, and as Crown is a leader in Australia's growing tourism industry, our Indigenous Employment Program provides one of the best opportunities for our first Australians to begin a long and rewarding career in tourism."*

Mr James Packer,  
Crown Resorts



## Employment for thousands of Victorians

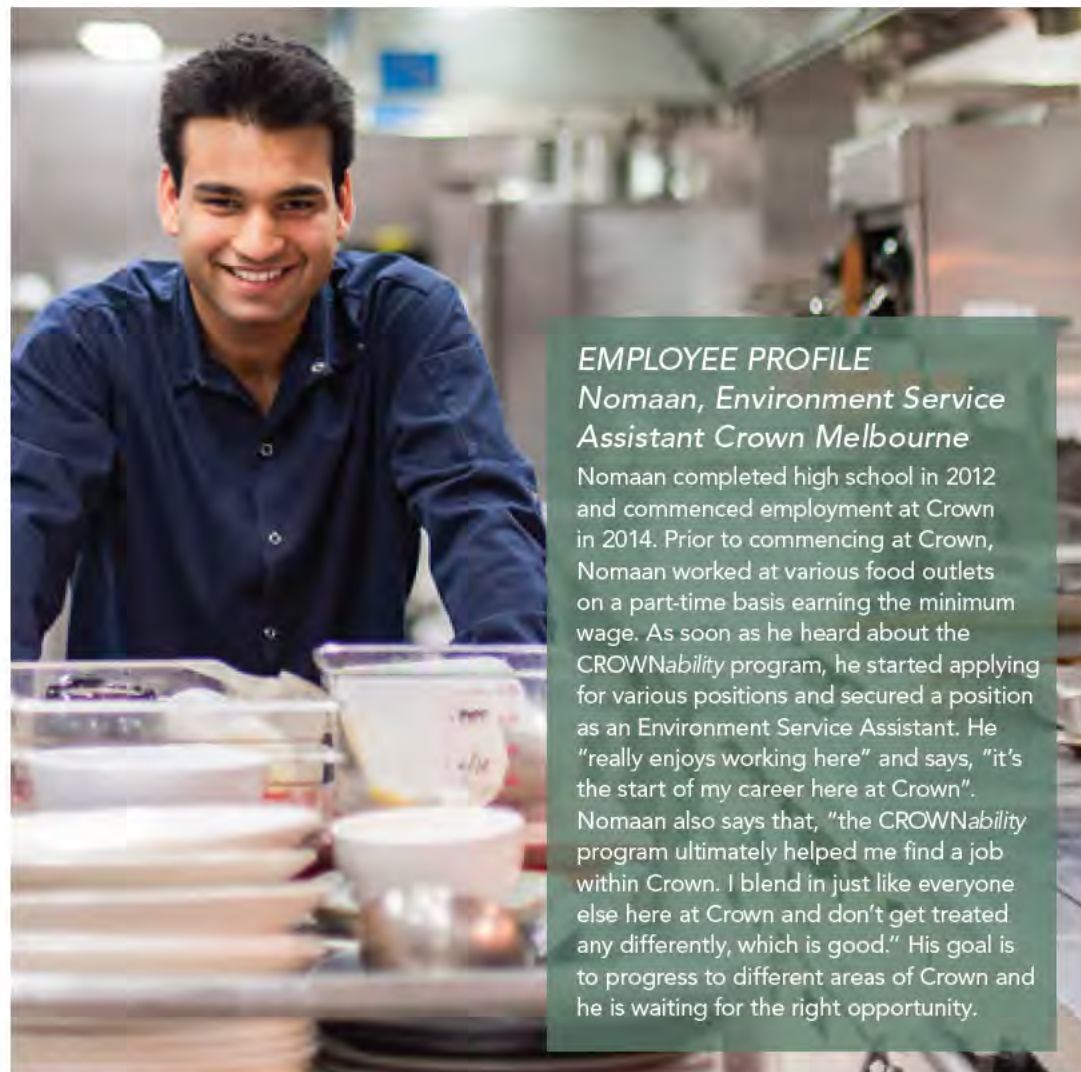
### Developing the skills of our diverse workforce

Crown benefits strongly from the diversity of our employees' backgrounds, skills, and abilities. To further enhance the diversity of our workforce Crown Resorts launched a new disability employment program called *CrownAbility*. The program has been designed to assist people with disabilities find employment opportunities and has helped more than 40 people find employment at Crown Melbourne to date.

Crown's decision to develop *CROWNAbility* was firmly based on the premise that as one of the largest single site private sector employers in Victoria we could do more to in the area of disability employment, in the same way that we have pursued initiatives with our Indigenous program. Crown believes people with disabilities are an untapped resource in the Australian workforce. We recognise the benefits of creating sustainable employment opportunities for people with disabilities and have a goal to create a culture that encourages and supports the disclosure of disability.

To help promote the program Crown secured the support of Australian Paralympic Gold Medalist Kurt Fearnley as a Crown Ambassador. Kurt will play an important role in raising awareness of *CROWNAbility* and the employment opportunities available through the program.

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



#### EMPLOYEE PROFILE

#### *Nomaan, Environment Service Assistant Crown Melbourne*

Nomaan completed high school in 2012 and commenced employment at Crown in 2014. Prior to commencing at Crown, Nomaan worked at various food outlets on a part-time basis earning the minimum wage. As soon as he heard about the *CROWNAbility* program, he started applying for various positions and secured a position as an Environment Service Assistant. He "really enjoys working here" and says, "it's the start of my career here at Crown". Nomaan also says that, "the *CROWNAbility* program ultimately helped me find a job within Crown. I blend in just like everyone else here at Crown and don't get treated any differently, which is good." His goal is to progress to different areas of Crown and he is waiting for the right opportunity.



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“Many people with a moderate intellectual disability are not ready to move into open employment, they will often have self fulfilling low expectations and cannot imagine achieving employment in the regular workforce. Jobsupport has found that systematic training in real work experience settings lifts confidence and results in these people aspiring to open employment. Crown is partnering with Jobsupport in an innovative Work Experience Model aimed at overcoming these low self fulfilling expectations. Crown is offering customized work experience placements with the commitment to employ some of those who demonstrate competence. (a first in Australia for people with a moderate intellectual disability)

Jobsupport is delighted to be working in partnership with Crown Melbourne, and hopes that this new initiative can be replicated across Australia.”

**Phil Tuckerman**  
**Jobsupport Inc. Founder & CEO**

## Helping to retrain 500 Victorian retrenched workers

In partnership with the Victorian Government, Crown has committed to retraining 500 retrenched workers over four years. The training will support Victorians, including those affected by redundancies in the automotive supply chain industry, to get back to work in growing sectors of the Victorian economy.

Crown’s commitment will deliver Certificates II and III training and accreditation over four years (2015 – 2019) through Crown College and Crown Training. This training will prepare individuals for employment in hospitality, tourism and security jobs in Crown Melbourne and elsewhere. These places will be provided without cost to the individual and without drawing on state government training subsidies. Crown has undertaken to provide the opportunity to interview for employment at Crown Melbourne for those who complete the training during the life of the program.



Minister Steve Herbert and Minister Jane Garrett announcing the retrenched worker retraining program at Crown College.



The world leader in responsible gaming



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# Industry leading social safeguards



## Industry leading social safeguards

As one of Victoria's most visited tourist destinations, Crown Melbourne's ambition is to provide the best possible luxury experience and hospitality at our resorts. Crown's approach to world-class hospitality places responsible gaming at the core of our business.

Crown Melbourne is a global leader in delivering the best possible social safeguards for our guests.

In 2013, while conducting a review of Crown Melbourne's casino licence the Victorian Commission for Gambling and Liquor Regulation recognised Crown's leadership in responsible gaming, stating "Crown has robust and detailed systems and processes for dealing with responsible gaming issues." Crown is proud of our achievements in the delivery of responsible gaming and remains committed to implementing best practice throughout our operations.

### Responsible gaming at Crown Melbourne

Crown is renowned for excellence in all aspects of its services and facilities, and our commitment to providing gaming services for our customers in a responsible manner is no exception.

Our entertainment and gaming experiences are enjoyed by the vast majority of our customers, however, we recognise that some of our customers have difficulties with gambling responsibly. In recognition of this potential, Crown has been committed to the extensive Social Safeguards and

Responsible Service of Gaming (RSG) programs and services since inception and has led the way in RSG initiatives. Crown's initiatives place it at the forefront in Australia, and arguably the world, in relation to responsible gaming.

Responsible Gaming occurs in a regulated environment where the potential for harm associated with gambling is minimised, as customers are informed and can therefore make sensible and rational choices when they participate in gambling, based on their individual circumstances.

Responsible Gaming is the shared responsibility and actions of individuals, communities, the gaming industry and government, working in partnership to achieve socially responsible outcomes which are responsive to community concerns. It requires the shared responsibility for generating awareness of the risks associated with gambling; creates and promotes environments that prevent and minimise problem gambling and involves a general responsiveness to community concerns in relation to gambling.

Crown's responsible gaming initiatives are focused on minimising the potential for risks for that small number of customers who may develop difficulties associated with their gambling behaviours.

### Responsible Gaming Board Committee

Crown Melbourne is committed to reviewing its responsible gaming practice at a board level. In 2010, the Crown Resorts Board established the Responsible Gaming Committee dedicated to overseeing responsible gaming at both Australian Resorts.

The Committee is chaired by Crown Independent Director, Professor John Horvath.

Professor Horvath was the Australian Government Chief Medical Officer from 2003 to 2009. He continued to advise the Commonwealth Department of Health and Ageing until 2015 and is continuing to advise the School of Medicine, University of Sydney, where he holds the position of Honorary Professor of Medicine.

The role of the Committee is to monitor, review, promote and recommend responsible gaming programs and policies at each of Crown's wholly owned businesses.

The Committee meets regularly to:

- Monitor and review the operation and effectiveness of responsible gaming programs at each of Crown's wholly owned businesses;
- Recommend policies and procedures which may enhance the effectiveness of responsible gaming programs at each of Crown's wholly owned businesses;
- Promote and support continuous improvement in the responsible gaming performance of Crown; and
- Encourage and promote awareness of responsible gaming and related welfare issues at Crown.

Customer feedback (including complaints) is a reportable item for the Responsible Gaming Committee and regular scans of national and international responsible gambling practice and research are conducted by committee members.



## Responsible Gaming Centres

In March 2002, Crown Melbourne introduced a world first in responsible gaming initiatives by establishing the Responsible Gaming Support Centre at its Resort. The Responsible Gaming Centre operates 24 hours a day, seven days a week and provides the focal point for interacting with customers who may need support.

Crown Melbourne's Responsible Gaming Centre is fully funded by Crown and is unique in the volume and breadth of the responsible gaming programs and services it offers. The Centre is located away from the casino gaming floor in a position that is able to be accessed discreetly to ensure privacy. The Centre comprises a reception area, private counselling rooms and an office area.

A wide range of information materials and contact details for problem gambling and other support service providers is stocked within the Responsible Gaming Centre – many of which are available in languages other than English. All services are provided on a confidential basis and are free of charge.

These services and programs include:

- Making available specially trained staff to assist customers 24 hours a day, seven days a week;
- Assisting customers with strategies in managing their gambling behaviours;
- Providing responsible gaming information and assistance in preventing difficulties from arising;
- Offering support, assistance and referral, which is available 24 hours a day, seven days a week;
- Facilitating referrals to government funded problem gambling and financial counselling support services, welfare services and providing

contact with and information about these bodies;

- Providing information regarding self-exclusion for customers who wish to exclude themselves from the casino gaming floor and managing Crown's Self-Exclusion Program;
- Assisting with information about the state-wide voluntary time loss limit setting system called YourPlay;
- Providing the ability to access and provide information in selected community languages;
- Ensuring its assistance and referral services are conducted on a strictly confidential basis;
- Offering the services of Psychologists with experience in problem gambling that can assist customers, as well as to third parties who may

require support as a result of a person who may be experiencing difficulties. These trained professionals will refer them to the relevant government support services in Victoria;

- Delivering Responsible Gaming Centre presentations to interested parties including government agencies, state Gaming Regulators, Community Agencies, Problem Gambling Support and other Welfare Services and Industry;
- Providing referral information for Crown employees to the Employee Assistance Program;
- Providing a non-denominational Chaplaincy Support Service for customers and employees; and
- Providing all services 24 hours a day, seven days a week, free of charge.



Crown Melbourne's Responsible Gaming Centre team.

## Industry leading social safeguards

### Responsible Gaming Liaison Officers

Crown Melbourne's Responsible Gaming Centre is staffed by Responsible Gaming Liaison Officers. They are aligned in their roles and are professionally supported through regular debriefs and ongoing and continuous learning and improvement procedures. Responsible Gaming Psychologists and an on-site Chaplain are also able to support and assist employees and those customers who may be experiencing difficulties.

Responsible Gaming staff interact with customers and employees on the casino gaming floor and are specially trained in all aspects of Crown's responsible gaming programs and services. They are available 24 hours a day, seven days a week to provide immediate assistance.



### Responsible Gaming Psychologists

Crown Melbourne employs highly experienced Responsible Gaming Psychologists (RGPs), who provide professional services including counselling, support, assessment and referral to problem gambling and welfare services to customers.

Additionally, RGPs assist with the development and delivery of responsible gaming training and provide training, support and supervision of RGLOs. RGPs regularly interact with problem gambling and other welfare support agencies.

### Chaplaincy Support Service

In recognition that from time to time some people may feel they need, or would benefit from, some form of spiritual support, a Chaplaincy Support Service was established at Crown Melbourne in 2007 and is available for employees and customers.

This service is an Australian Casino first, and no other casino offers this service. The Chaplaincy

Support Service is available free of charge through the Responsible Gaming Centre.

### Customer Contact

Crown Melbourne facilitates referrals to Government funded problem gambling and financial counselling support services and welfare organisations and provides contact with and information about these bodies. Australian State and Territory governments fund various bodies to provide problem gambling and financial counselling help services under the umbrella names 'Gambler's Help' or 'Gambling Help'. For Crown Melbourne, this is 'Gambler's Help.'

These services provide information, assistance and counselling. This can be conducted via a 24 hour helpline, on-line and face to face. The contact information for the 24 hour helpline and on-line counselling are the same in all Australian states and territories. Services are free of charge and confidential.

Customers who engage with the Responsible Gaming teams at Crown Melbourne are provided with contact information for Gambler's Help and can also be referred to a 'Peer Connection' Program, funded by Gambler's Help. This program is coordinated by Gambler's Help staff using community volunteers to provide another point of contact for people who may be experiencing difficulties with their gambling behaviours. The Group Program is run over 10 weeks and provides participants with the opportunity for personal development, insight and learning through structured exercises.

At times, a customer may request, or it is obvious from discussions with the Responsible Gaming team member that the customer may benefit from, being provided with other welfare organisation's details. This may include Salvation Army (emergency accommodation), mental health assistance i.e. Beyond Blue; Men's Helpline (male focussed general counselling sessions); Hanover House and Sacred Heart Mission (emergency housing and material aid) and the Asylum Seeker Resource Centre. Responsible Gaming team members at Crown Melbourne use the Victorian based 'Community Referral Directory', which lists all free and confidential services.



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## Self-Exclusion Program

Self-exclusion is a legally binding process, whereby a customer effectively bans themselves from entering or remaining on the casino gaming floor at Crown Melbourne. Responsible Gaming staff are responsible for facilitating the Crown Self-Exclusion Program.

Crown Melbourne has established robust internal procedures that are followed in progressing self-exclusion arrangements for customers who wish to ban themselves. This service is available to customers 24 hours a day, seven days a week. Where a customer indicates that English is not their preferred language, Crown uses the services of its multi-lingual employees to assist in the translation.

On a customer's successful application to self-exclude, Responsible Gaming staff will provide the customer with a Self-Exclusion Kit which contains information tailored to the individual presenting for assistance or referral. Whilst the onus is on the self-excluded person to stay away from the casino as per their Self-Exclusion Order, Crown and its staff will offer assistance by way of detection where possible and assistance in the event of a breach of their self-exclusion.

When a person is detected breaching their Self-Exclusion Order, a Responsible Gaming staff member will attend to offer assistance and support. An on-site Government Inspector will also be present. The staff member will discuss with the person the reasons for breaching their Self-Exclusion Order; the assistance available through the Responsible Gaming Centres and with other external support services.

Where necessary, Crown interpreters are sourced to assist in translations for both Crown employees and Government Inspectors. Where a person who has been the subject of a Self-Exclusion Order seeks to revoke that Order, Crown has a rigorous process in place to consider and then either reject or approve the revocation. All applications for revocation are dealt with on an individual basis and are considered by Crown's Self-Exclusion Revocation Committee at each Resort.

## Third Party Exclusion

In cases where customers experience problems with their gambling behaviour, but may not recognise that their gambling behaviour may have become problematic; a person who has a personal relationship or interest in the welfare of that customer may approach Responsible Gaming staff, who will

provide assistance and information on Crown's responsible gaming programs and services and how these may be of benefit for the Third Party, and referral information to external welfare agencies as appropriate.

## Crown's Voluntary Time and Loss Limit Program

Crown led the industry with its voluntary pre-commitment (time and loss limit) program that was introduced at Crown Melbourne in June 2003. The program, called 'Play Safe Limits', allowed members to voluntarily set, in advance of play, individual time and spend limits relating to their gaming machine activity.

In November 2015, the Crown Melbourne voluntary time and loss limit setting program, Play Safe Limits,



Crown's dedicated team of expert Psychologists and Chaplaincy provide counseling and referral support at the Responsible Gaming Centre.

## Industry leading social safeguards

was replaced by the state-wide voluntary time and loss limit setting system called YourPlay, as required for all gaming machines in the state of Victoria.

Information brochures providing information on pre-commitment are on display at Crown Melbourne's loyalty club information desks, responsible gaming Centre and at entry points to the gaming floor.

### Player Activity Statements

Player Activity Statements (PAS) provide Crown loyalty club members who play gaming machines using their membership card, with a summary of their activity. A PAS can be viewed on a Visitor Information Kiosk (VIK) or can be collected from any of the Resort's loyalty club information desks. A member can elect to have it mailed to them and gaming machine players must view it annually.

### Responsible Gaming – Customer Information

Crown Melbourne makes a comprehensive range of responsible gaming information available to customers and advertise extensively responsible gaming programs, services and information availability to customers, including in languages other than English.

Crown's Responsible Gambling logo and its Responsible Gaming Centre and Gambler's Help contact numbers are displayed throughout each Resort. For example, information and the logo is displayed in places such as:

- On gaming machines;
- At table games (including FATGs);
- At Automatic Teller Machines;
- On relevant advertising material;
- On the back of loyalty club membership cards;
- On loyalty club newsletters;
- At loyalty club information desks;
- At Cashier desks;
- At casino gaming floor entrances;
- At public telephones and motion trans;
- At Ticket Redemption; and
- Terminals and printed on the reverse of tickets.

Crown Melbourne also has a 'Responsible Gaming' button on all Visitor Information Kiosks (VIK's). When accessing this function, the customer has access to (including being able to print) information about: the Responsible Gaming Centre, YourPlay limits and the Responsible Gambling Code of Conduct. This is accessible for loyalty club members and non-loyalty club members alike.

An internal television commercial has been developed that advertises Crown's responsible gaming programs and services and how to seek further assistance. This is screened variously throughout Crown Melbourne, including via the 'Responsible Gaming' channel in each of Crown Melbourne's three hotels. Responsible Gaming Centre information is also available in guest room information folders.

There is a variety of responsible gaming brochures available at Crown Melbourne's Responsible Gaming Centre and loyalty club information desks, as well as at

### 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)  
Victorian Commission for Gambling Regulation



**Crown Responsible Gambling Support Centre:**  
1800 801 098

**Gambler's Help 1800 858 858**

casino gaming floor entrances. The Responsible Gaming Centre also has available a comprehensive suite of Gambler's Help and other welfare service brochures. Many brochures are available in languages other than English.

Crown Melbourne uses its extensive network of electronic screens at machine bank ends to communicate responsible gaming information and messages. This includes listings of services, information about Crown's responsible gaming programs and services, and a reminder 'Have you had a break?' The break reminder is also shown on gaming machines.



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# Need to talk?

## CONFIDENTIAL SUPPORT AND



Responsible Service  
of Gambling Team  
9362 7500

24-hour Gambling  
Helpline 1800 858 858

 **responsiblegambling**

The Responsible Gaming web page on Crown's websites provides comprehensive information relating to Crown's responsible gaming programs and services, as well as other useful information.

Crown Responsible Gaming brochures are able to be downloaded. Crown Responsible Gambling Code of Conduct is also available via the website including in community languages: Chinese (traditional and simplified), Vietnamese, Arabic, Greek, Italian, Cambodian and Hindi. Responsible gaming information is further available in casino gaming floor bathrooms.

### Responsible Gambling Code of Conduct

Crown's Responsible Gambling Code of Conduct (Code) represents Crown's commitment to our customers and employees concerning responsible gaming. The Code is regularly reviewed by the Victorian Commission for Gambling and Liquor Regulation (VCGLR).

Code brochures are widely available throughout the Resort, on the Resort's website, and via information terminals located throughout the casino gaming floor. Since the implementation of the Code, no formal complaints have been received by Crown and no request to respond to any complaints has been received by Crown from the VCGLR.

### Employee training and education at all levels

Crown has an outstanding record in employee training and education at all levels and invests heavily in training to meet its high service standards. The Responsible Gaming department together with the renowned Crown College, deliver training using modern learning techniques which include on-line and facilitator led training. Crown's extensive Responsible Service of Gaming Training programs commence for each employee on their first day at each Resort, and include:

- **Induction training<sup>1</sup>:** Where all new employees are instructed on Crown's responsible service of gaming, Crown responsible gaming programs and services, observable signs that may be displayed by customers who may be experiencing problem gambling behaviours, Codes, and various assistance available to customers and employees including those at the Responsible Gaming Centre;
- **Responsible Service of Gaming Training<sup>2</sup>:** A comprehensive online program for all employees. This was developed by Crown Melbourne in 2004 (prior to the introduction of legislation requiring Responsible Service of Gaming training for employees working with gaming machines). Training is reviewed annually and updated as required;

1. Crown Melbourne's Responsible Service of Gaming Training is approved by the Victorian Commission for Gambling and Liquor Regulation, relevant employees complete refresher training.  
2. "Rates row: Crown to hit jackpot," The Age, August 28, 2012 <http://www.theage.com.au/victoria/rates-row-crown-to-hitjackpot-20120827-24wum.html>

## Industry leading social safeguards

- **Senior Manager Training program:** This aims to assist Managers to support employees in understanding what their responsibilities are in relation to the responsible service of gaming. This includes training in relation to Code, the Responsible Gaming Centre and its programs and services, 'observable signs' which may indicate difficulties associated with a patron's gambling behaviours and options for employees who may be experiencing difficulties with their gambling behaviours. This training has been rolled out to relevant Gaming, Surveillance, Security and Services, Cage, VIP International and VIP Sales and Marketing staff;
- **Casino Awareness Training:** An online training course in Casino Awareness is completed by all employees. This relates to specific casino, gaming and other related topic policies; and
- **Refresher Responsible Service of Gaming training:** This training is completed by relevant employees every two years.

### Responsible Gaming – Employee Information

Crown is renowned for providing exceptional working facilities and benefits for its employees. Crown employees are not permitted to gamble at the Resort and some employment categories prevent the individual from gambling at any Crown Resort. Whilst gambling restrictions for employees at Crown exist, some may develop problem gambling behaviours. Crown has a variety of information and services available to assist and refer employees who may be experiencing difficulties with their gambling.

These include:

- In addition to Responsible Service of Gaming and Casino Awareness Training, Crown ensures employees are kept informed about Crown's responsible gaming programs and services, and information on what to do should they experience problems with their own gaming behaviours;
  - As noted, no employee of Crown is permitted to gamble at the Resort and some employment categories prevent the individual from gambling at any Australian Crown Resort. This is regularly communicated by the Compliance Department. Any employee found to have breached their restriction on gambling is subject to disciplinary action, including termination of their employment;
  - Crown also has available the Chaplaincy Support Service, a facility that is available to, and is utilised by, both employees and customers;
- All new employees attend Crown's Induction day, where the Responsible Gaming Department delivers a session highlighting Crown's responsible gaming programs and services, are provided with a copy of the Code and are briefed on ways they can seek help should they be experiencing any difficulties with their gambling behaviours;
  - Information about Crown's responsible gaming programs and services is communicated regularly via Crown's employee publications and noticeboards;
  - Employees are provided with information on Crown's Employee Assistance Program at Induction and on an ongoing basis. In accessing this Program, employees can raise any difficulties with gambling they may have and receive support and referral information; and
  - During Responsible Gambling Awareness Week (described in the section 'Engagement with Government, Community and Academia'), Crown ensures a comprehensive communication program about Responsible Gambling Awareness Week is delivered to employees via employee Kiosks, an information table at Crown's employee restaurants, information in employee communications and notes for employee briefing sessions.



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## Engagement with Government, Community and Academia

Crown conducts Professional Development sessions at the Responsible Gaming Centre for counsellors, social workers and others working with problem gaming support services. These have included; presentations and information sessions for Gambler's Help, Turning Point, the Victorian Gaming Regulator, Peer Connection Programs, University Welfare office representatives, and other interested welfare organisations.

Industry representatives throughout the world have visited Crown's Responsible Gaming Centre to discuss Crown's vast array of responsible gaming programs and services and learn from Crown's extensive experience in this area.

In recognition of Crown's responsible gaming credentials, Governments and Gaming Regulators, both national and international have visited Crown Melbourne's Responsible Gaming Centre for presentations, information exchanges and discussion. These include the Singapore Ministry of Social and Family Development, the Gaming Inspection and Coordination Bureau Macau, the Government of Japan, the National Gaming Control Commission Korea and a number of interstate Gaming Regulators.

Senior managers from Crown have participated as members of the Victorian Government's Responsible



An inter-faith Chaplaincy Support Service is available within the Crown Melbourne Responsible Gaming Support Centre.

Gambling Ministerial Advisory Council (RGMAC). This has also included participating in various RGMAC Working Groups and Steering Committees.

Over the years, Crown has assisted various academic institutions with Industry information, and this includes membership of the Problem Gambling Research and Treatment Centre Advisory Committee and

was a member of the Problem Gambling Research and Treatment Centre's 'Guideline for screening, Assessment and Treatment in Problem Gambling' Guideline Development Expert Advisory Panel<sup>3</sup>.

3. "Rates row: Crown to hit jackpot," The Age, August 28, 2012 <http://www.theage.com.au/victoria/rates-row-crown-to-hitjackpot-20120827-24wum.html>

## Industry leading social safeguards

Crown Melbourne works closely with the Victorian Responsible Gambling Foundation, a government organisation that helps people affected by problem gambling behaviours, as well as their families and friends. The Foundation is also responsible for fostering a greater understanding and awareness of the concept of responsible gambling in the wider community. Crown has provided information sessions, assistance with the development of materials and maintains regular contact.

Crown is a member of the National Association for Gambling Studies (NAGS), an organisation that aims to promote discussion and research into all areas of gambling activity. Crown representatives have attended annual NAGS Conferences for many years, including co-presenting a session with the Department of Justice (Victoria) in 2009.

The 2011 Annual International Conference was held at the Crown Melbourne Conference Centre.

Crown Melbourne co-sponsored this event and was a member of the organising committee. More recently, Crown presented a paper at the 2014 NAGS conference.

The Auckland University of Technology conducts annual Think Tank meetings on Gambling Research, Policy and Practice, both in New Zealand and in Australia. Crown has participated at a number of these invitation only events. Crown Melbourne has also

presented an applied component in the inaugural and world first University of Melbourne Masters subject 'Gambling, Policy and the Law'. This is a now a continuing course and Crown remains involved.

### Responsible Gambling Awareness Week

Responsible Gambling Awareness Week is an annual event held in many states in Australia as a partnership with government, the gaming industry and community groups. The week promotes the concept of responsible gambling at an individual, gaming industry and community level. Crown has participated in Responsible Gambling Awareness Weeks (RGAW) since inception in 2006 and for many years has hosted an event in support of RGAW activities. Crown Melbourne is a member of the Victorian RGAW Steering Committee.

### Responsible service of gaming credentials

Crown is a world leader in responsible gaming initiatives and allocates significant resources to raising awareness of responsible gaming, and to helping customers to successfully manage and enjoy their gaming at Crown. Crown is immensely proud of its long-standing commitment to responsible gaming, and continues to lead the development and

implementation of new initiatives in this area.

In an interview with The Age, the Lord Mayor of Melbourne Cr Doyle stated, amongst other things, that "the casino did an "incredible job" trying to curb problem gambling..."<sup>3</sup> (Crown Melbourne).

The VCGLR in its review of the Melbourne casino licence in 2008, recognised that 'Crown Melbourne's responsible gambling program is among the best in the world.'<sup>4</sup>

Further, the VCGLR's most recent 2013 Melbourne casino licence review again endorsed Crown's strong responsible gaming credentials finding that 'Crown has robust and detailed system and processes for dealing with responsible gambling issues'<sup>5</sup>...and 'Crown treats its obligations seriously in relation to detecting persons breaching their exclusion orders'<sup>6</sup>. They also found that Crown's self-exclusion revocation procedures are adhered to and are robust and also noted that Crown's customers demonstrated high levels of awareness of Crown's Responsible Gambling Code of Conduct and staff have a strong awareness of the procedures and requirements of Crown's Code.<sup>7</sup>

4. The the Victorian Commission for Gambling Regulation; Fourth Review of the Casino Operator and Licence June 2008 Victorian Commission for Gambling Regulation

5. Fifth Review of Victorian Casino Operator's Casino Licence – VCGLR (<http://www.vcglr.vic.gov.au/>) June 2013;

6. Fifth Review of Victorian Casino Operator's Casino Licence – VCGLR (<http://www.vcglr.vic.gov.au/>) June 2013;

7. Fifth Review of Victorian Casino Operator's Casino Licence – VCGLR (<http://www.vcglr.vic.gov.au/>) June 2013; Chapter 3.4



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## Conclusion

Crown's ongoing dedication to responsible gaming is illustrated by the significant resources committed to promoting responsible gaming and providing assistance to customers who may be experiencing difficulty with their gaming behaviours at Crown Melbourne.

Several of Crown's responsible gaming initiatives and programs have been in place since the

Melbourne casino's opening in 1994. The establishment of a Crown Resorts Board Committee dedicated to overseeing responsible gaming; the continued development and delivery of extensive responsible gaming training programs for staff; the implementation of the Responsible Gambling Code of Conduct and the ongoing enhancement of robust internal procedures for Crown's self-exclusion arrangements, all demonstrate Crown Melbourne's continued and ongoing commitment to its patrons and employees and its continued dedication to the responsible service of gaming.



Crown leverages its sponsorship of sporting clubs to promote Responsible Gaming Awareness Week

The Crown Resorts Foundation and  
the Packer Family Foundation  
have established a  
**\$200** million  
National Philanthropic Fund



PACKER FAMILY  
FOUNDATION



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## Community contribution



The Crown Resorts Foundation has partnered with the Melbourne Theatre Company (MTC) to enable families from lower socio-economic areas to engage with the performing arts.

# Community contribution

## Crown's contribution to the community

Crown has a long-standing commitment to the Melbourne community. Crown's community partnerships, employee volunteering opportunities and support for not-for-profit community organisations are inspiring real change in Victoria.

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

Crown's support comes in many different forms - at a resort level, Crown Melbourne hosts and support events that promote and fundraise for charitable organisations, and many Crown employees enthusiastically volunteer their time to support a wide range of causes.

In 2015, Crown Resorts provided in-kind support to over 300 not-for-profit and community organisations. Crown also looks across its business for opportunities to broaden the scope of support to its community partners. This year, in partnership with the Crown Resorts Foundation, the South Sydney Rabbitohs and the Melbourne Storm, the Crown Resorts Charity Cup was again held with all funds raised going to Ovarian Cancer Australia.

Employees supported and donated personally to various charity appeals – blankets and warm clothing for the Anglicare Winter Appeal, gifts and food items to the St Vincent De Paul Christmas Appeal and chocolates, eggs and sweet treats for families in need over Easter through The Salvation Army.

Various departments also organise their own fundraising events for charities such as the Cancer Council, the Nepal earthquake victims, the Father Bob Maguire Foundation, Melbourne City Mission, Oxfam, the Ovarian Cancer Research Foundation and the Ballarat Wildlife Park.

A full copy of Crown Resort's Corporate Social Responsibility Report can be found at [www.crownresorts.com.au](http://www.crownresorts.com.au)



Crown Melbourne employees volunteer their time to assist at the Salvation Army Whole in the Wall Café in Melbourne



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### Crown Melbourne employees take a stand against domestic violence

Seeking to raise awareness and funds to support work against domestic violence, the Employee Advisory Committee initiated a unique fundraiser, the 'Crown Metropol Stair Climb'.

The event took place in during White Ribbon Week and was launched by the 2015 Australian of the Year and domestic violence awareness campaigner, Rosie Batty. Over 130 employees raced to the top of the hotel. With the support of the Crown Resorts Foundation, the fundraiser was an enormous success, raising over \$40,000 for The Luke Batty Foundation.

# Community contribution

## Crown Melbourne's ongoing community support

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.

Crown also 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.

## Partner organisations

Crown recognises it can play a significant role within the community and seeks to do so through its partnerships with leading community organisations, as well as providing assistance, donations and support to a broad range of community activities, local sporting clubs and various charities.

Crown's contributions include sponsorship arrangements, employee time, use of facilities, and donations of Crown hospitality packages. As well, Crown recognises it can use its corporate profile and strategic partnerships to help gain further support for the community service operators and charities it supports and it is committed to doing so.

Crown is proud of our broad range of effective partnerships with leading charities, advocacy bodies and community service operators which include Reconciliation Australia and The Salvation Army.



Image provided by The Song Room, a partner of the Crown Resorts Foundation



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## Crown Resorts Foundation

In 2013, Crown furthered our commitment to the community through the establishment of the Crown Resorts and Packer Family Foundations' 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. The National Philanthropic Fund is the largest in Australia and will provide more than a decade of support for a number of Victorian community partnerships that empower Indigenous Australians, and promote engagement with the performing arts.

In 2015, the Crown Resorts Foundation also helped deliver significant funding and assistance to over 80 community organisations which supports the most disadvantaged in our society and provides young Australians with opportunities they need to learn, grow and be confident in themselves and their ability to succeed.

The Foundation has announced key partnerships with the Melbourne Theatre Company's Sharing the Light program, the Melbourne Symphony Orchestra's ACCESS program, the McClelland Sculpture Park and Gallery's education program, the Arts Centre Melbourne's First Call Fund program and also the MPAVILION. All of these programs are focused on providing arts experiences and subsidised access to disadvantaged young people and families.

This year, Gretel Packer, Chair of the Crown Resorts Foundation's Advisory Board, participated in the St Vincent de Paul CEO Sleepout in Melbourne to raise awareness about the prevalence and key causes of homelessness in Australia. She was the number one fundraiser in Australia, raising over \$200,000 for St Vincent de Paul Victoria to continue their valuable support for those at risk of, and who are, homeless.



Image provided by The Song Room, a partner of the Crown Resorts Foundation



# Community contribution

## Employee community engagement

Crown Melbourne's employees are actively engaged with the work of the Foundation. The Employee Advisory Committee is made of community minded employees who are committed to identifying and developing opportunities for other employees to support areas of the community that our employees have expressed interest in.

Amongst other initiatives, this year the Employee Advisory Committee had two main fundraisers, one for The Luke Batty Foundation and the other for the RSPCA.



## Case Study: Employee Advisory Committee led Community Engagement

In support of the valuable work the RSPCA does to prevent cruelty to animals and actively promoting their care and protection, the EAC coordinated Crown Melbourne's participation in the RSPCA's annual fundraising initiative, Cupcake Day.

A competition was held to determine the most creatively-designed cupcake for the occasion, with the winning design dubbed the 'pupcake'.

The fundraiser was promoted throughout all employee areas and newsletters and the RSPCA's Burwood team visited Crown Melbourne, accompanied by Donna the Pug, to generate further interest and donations.

Almost 650 'pupcakes' were sold and all funds generated were donated to the RSPCA.



ORDER YOUR "PUPCAKES" NOW



In support of the RSPCA, the Crown Resorts Foundation, Employee Advisory Committee, in conjunction with Cullinarium, have organized a Cupcake Day, where you can purchase tasty cupcakes for \$4 each. Flavours will be white chocolate and jelly.

Orders are open 3-10 August 2015 and order forms (payroll deduction) are available from the Crown Staff Club or from the home page of Compass, under QUICK LINKS. Cupcakes will be available for collection on Monday 17 August 2015, from Cullinarium and outside ID's. Cupcakes are limited, so get your orders in early so you don't miss out.

Donations can also be made to the RSPCA via the same form.



Employee communications material to promote the RSPCA cupcake fundraising day



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### Partnership with The Salvation Army

The Salvation Army Melbourne/Crown Resorts Foundation partnership has been built and developed over many years of co-operative and meaningful community engagement with Crown staff volunteering their services to assist the Salvation Army Melbourne (614 project in particular) and Crown hotels have regularly donated bedding needed for the homeless.

Through this Agreement, Crown has continued to provide \$750,000 to The Salvation Army over next five years from 2013. The funding will ensure support for a number of community outreach programs in Melbourne including structured staff volunteering opportunities and funding for the 'Night Watch' program.

The 'Night Watch' program is an extension of The Salvation Army Melbourne's successful 'Street Teams' program. 'Street Teams' operate every Friday and Saturday night throughout the Melbourne CBD and inner city, 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 Crown for 'Night Watch' is supporting qualified and experienced workers, along with a team of trained volunteers to provide a quick call out service for a range of enquiries such as a response to homelessness, those who are alcohol and/or drug affected and underage people needing support. 'We are very grateful to our loyal sponsors*



Crown Resorts CEO Rowen Craigie with Major Brendan Nottle from the Salvation Army.

*and value our longstanding partnership with Crown, without whom, our Night Watch program would not exist. We believe that together, we can make a significant difference in the lives of those that find themselves in vulnerable and potentially critical situations.'*

Major Brendan Nottle, Salvation Army.



## Community contribution



### Crown Resorts' elevate Reconciliation Action Plan

Crown Resorts is committed to transforming its organisation to ensure it meets the needs and aspirations of its Indigenous employees and the broader Indigenous community. As one of Australia's largest employers Crown believes it can best support the cause of reconciliation and 'Closing the Gap' on Indigenous inequality through the creation of real jobs and by supporting Indigenous businesses.

To help achieve these goals, Crown recently worked with Reconciliation Australia to deliver Crown's second Reconciliation Action Plan (RAP), with a focus on helping our Indigenous employees develop the skills required to take on future management roles and expanding Crown's assistance to build the capacity of Indigenous businesses. Crown is only the thirteenth company to be awarded the Elevate status by Reconciliation Australia from 600 companies who have RAPs in place.

Crown's second RAP was developed by Crown's Indigenous and non-Indigenous employees under the guidelines and with the support of Reconciliation Australia and builds on the achievements in the first action plan.

A copy of the Crown Resorts Elevate Reconciliation Action Plan is available at [www.crownresorts.com.au](http://www.crownresorts.com.au) Crown has signed a Partnership Agreement with The Salvation Army (Melbourne Project 614) which commits Crown and its employees to working closely to improve the lives of the homeless and disadvantaged Australians.



Crown Resorts CEO, Rowen Craigie with Indigenous employees.





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## CASE STUDY: Community contribution

The Crown Resorts Foundation has partnered with the Melbourne Theatre Company (MTC) to develop the Sharing the Light program, a five year, \$2.5 million commitment which enables students and families from lower socio-economic areas the opportunity to engage with MTC.

The program was designed to allow more young Australians to have the chance to experience the cultural learning that the theatre provides. Studies here and overseas clearly show that investing in the cultural learning of young people reaps wholesale benefits in later life. Those who have access to cultural activities are better equipped to contribute to Australia's economic prosperity and social harmony. Cultural learning also encourages skills in decision-making, the ability to empathise with others, an opportunity to exercise imagination, and to generate and communicate new ideas.

Sharing the Light is made up of four sub-programs:

- Subsidised student tickets: providing disadvantaged students subsidised \$5 tickets to experience some of the finest theatre imaginable and covering transportation costs for students in outlying areas;
- Subsidised family passes: providing families and children in outer Melbourne suburban areas with subsidised \$5 tickets to MTC's memorable family shows;
- MTC Education on Tour: Supporting the MTC to tour one educational production to regional Victoria each year, and;
- Indigenous Scholarship Program: a new program to help create pathways into theatre for Indigenous students.

In Sharing the Light's first six months nearly 2,500 \$5 tickets were provided to disadvantaged students, these students came from over 53 different schools in lower socio-economic areas. As well, I Call My Brothers, an educational theatre show was delivered to over 1,000 regional students.

Virginia Lovett, Executive Director of the Melbourne Theatre Company, said:

*"Through the Sharing the Light program we've seen some of Victoria's most disadvantaged students experience live theatre for the very first time. And the impact has been more than we'd hope for – teachers have been torn between watching the production and their students' awestruck faces, and previously disengaged young people are suddenly engaging with their*

*teachers and classmates about the play. This is truly life-changing for so many young people. This program can no doubt help MTC develop a new generation of diverse theatre goers."*

Emma Schmidt, a teacher from Footscray City College said:

*"It's no exaggeration to say that we are absolutely thrilled and feeling far more likely to attend productions based on the affordability factor. It is true to say that we do have some middle class families in our school, but for every child who can afford the theatre and would attend with their families, there are hundreds of young people in our community who simply never have the opportunity. So thanks to everyone who helped spearhead this incredible initiative."*



Image courtesy of the Melbourne Theatre Company.

Reduced Crown Melbourne  
greenhouse gas emissions by

**16%**

from financial year 2011 to financial year 2015





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# Reducing our impact on the environment



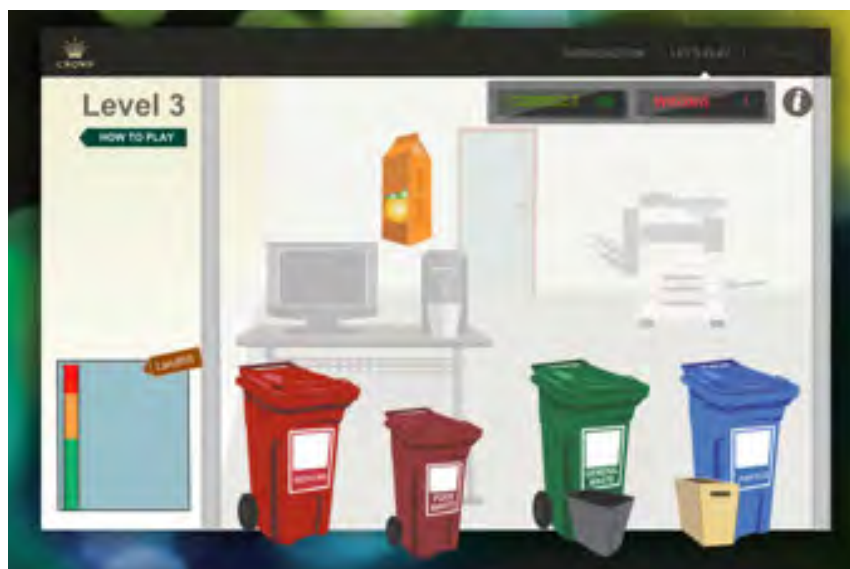
Crown employees taking part in Clean up Australia Day

# Reducing our impact on the environment

Crown continues to review its operations and invest in technologies to reduce our impact on the environment and become a leader in sustainable business practices in the tourism industry. Despite an overall increase in business for Crown Melbourne, our operations continue to achieve reductions in greenhouse gas emissions, lower water consumption and an increase in recycling rates.

## Environmental Management

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



Crown has invested in a comprehensive monitoring and reporting system at our Melbourne resort which provides live data for measuring electricity, natural gas and water consumption. The system enables resource-saving initiatives to be identified and their improvements tracked as they are implemented and improved.

Employees at Crown Melbourne are engaged with the resort's progress in achieving its sustainability objectives through regular communication and training tools. Environmental sustainability is introduced as a core value of Crown Resorts through a compulsory online training module for employees during induction. Crown's sustainability induction module incorporates the latest in interactivity and behavioural change concepts to ensure optimal uptake from employees and was recognised with a Gold Award for Best eLearning Design at the annual LearnX Awards in June 2015.

As part of the commitment to improving Crown Melbourne's performance in environmental sustainability, the business has participated in the Carbon Disclosure Project (CDP) for the sixth year running. Crown has also volunteered for our performance to be made publicly available to promote transparency and community accountability for the performance of our resorts. 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](http://www.cdproject.net)).

Crown Melbourne also recognises its role as a leader in promoting sustainability among Victorian businesses. To raise awareness of the challenges faced by climate change Crown proudly participates in a number of externally organised programs, including the global Earth Hour where Crown turns off all non-essential lighting. Crown's employees also participate in local environmental initiatives including Clean-up Australia Day.

Every year Crown's business operations procure a significant amount of packaged goods. To reduce the environmental impact of product packaging, Crown has 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 is also a signatory to the Waste-Wise Network and the City of Melbourne's 1200 Building Program.



## Reducing Our Energy Use

Over the past 5 years, Crown Melbourne has embarked on an energy efficiency upgrade project that has reduced emissions by 15 per cent. The project involved the retrofitting of 90,000 lamps and 1,200 sensors, IT system optimisation serving 2,300 workstations, adoption of energy efficient control strategies for 2900 air handling units, and retro-commissioning of one of the largest thermal plants in the southern hemisphere. The complex-wide project was recognised with a Special Commendation at the Facilities Managers Association Awards for Excellence in November 2014.

	Total GHG (t CO <sub>2</sub> -e)	GHG per Area (t CO <sub>2</sub> -e / m <sup>2</sup> )	GHG per \$ Revenue (kg CO <sub>2</sub> -e / EBITDA)
FY11	157,497	0.304	0.311
FY15	133,628	0.255	0.207
% Change	-15.1	-16.1	-33.4

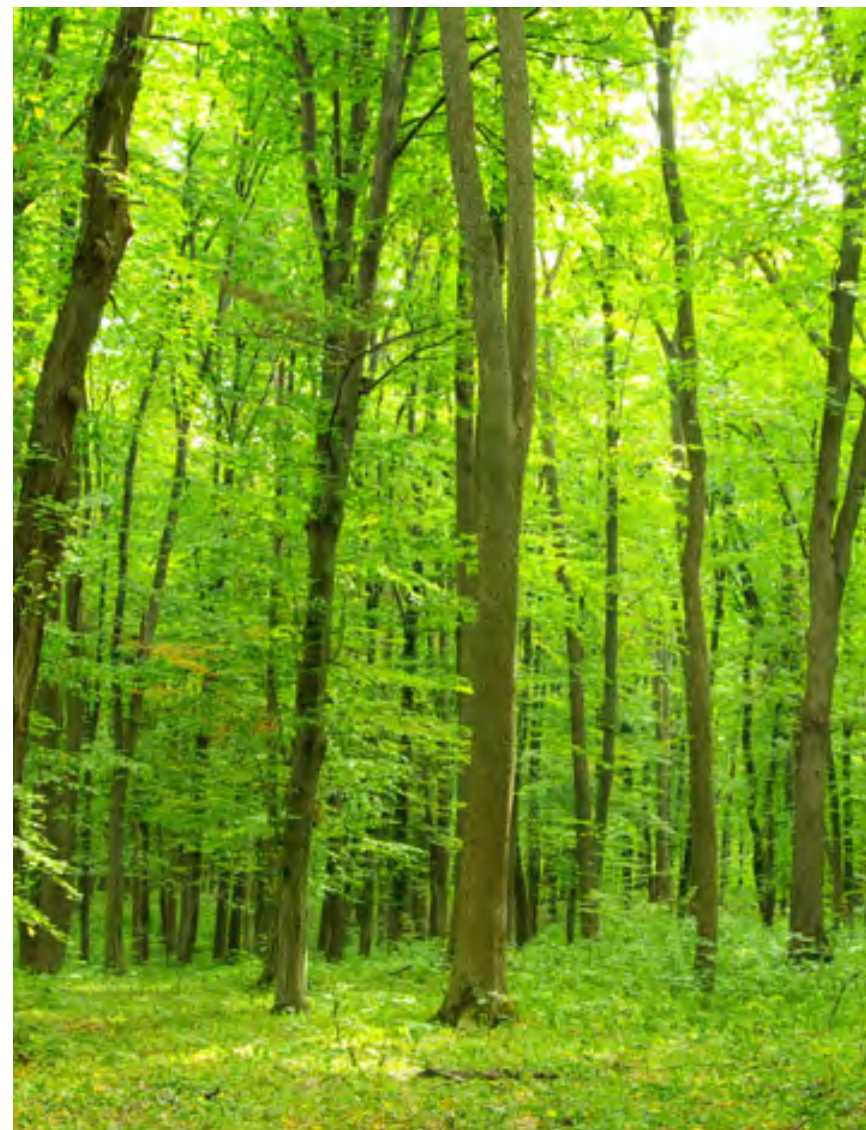
Achieving this outcome has been challenging because Crown's businesses run 24 hours a day, 7 days a week, involve large numbers of people – both employees and visitors, and are focussed on providing a seamless luxury customer experience.

Recognising that our operations are energy intensive, Crown Melbourne has commenced the next stage of our energy efficiency upgrade which involves rolling-out BUENO (Built Environment Optimisation) across the complex. Crown anticipates that this initiative will result in a further 8 to 15 per cent in energy savings.

## Carbon Offset Program

Crown Melbourne has continued to be an industry leader in providing its customers the opportunity to offset carbon emissions generated during their hotel stay, function or conference event. Crown's Carbon Offset Program was a first in the Australian tourism industry and has achieved certification under the Australian Government's National Carbon Offset Standard (NCOs).

Crown's carbon offset program has been delivered through a partnership with Climate Friendly, who are a pioneer in providing innovative carbon management



# Reducing our impact on the environment

solutions by investing in renewable energy projects. Customers who elect to offset the emissions generated by their visit or event are assisting Crown purchase carbon credits to preserve Tasmanian forests.

## Greater Water Efficiency

Since 2010, Crown Melbourne has invested in a number of water efficiency projects, resulting in significant water consumption savings. Overall Crown Melbourne's water consumption decreased by 2 per cent compared to F14.

## Recycling and Rainwater

Crown has invested in a number of initiatives to promote the recycling of rainwater across Crown Melbourne. Crown's rainwater system now collects water from more than 40,000m<sup>2</sup> of roof area and has a total storage capacity of 300,000L. This water is treated and reused in irrigation systems, toilet flushing,

external cleaning and internal water features across the Melbourne resort. Crown Melbourne's rainwater harvesting system collects up to 6 million litres of water every year while the recycled water system treats 1.4 million litres. To reduce water wastage, Crown Melbourne has also upgraded more than 500 shower heads, 400 taps and 140 toilets.

## Life-cycle Management

Crown is actively working with its suppliers, employees, customers and waste management contractors to improve the way in which the products Crown Melbourne 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.

All potential suppliers and contractors to Crown Melbourne 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. Crown Melbourne uses this information to work with its suppliers to enhance the overall sustainability performance of the supply chain, and to help the resort enhance its environmental goals.

## Corner Inlet Sustainable Fishery

As an example of our commitment to a sustainable supply chain, Crown Melbourne commenced its journey to sourcing sustainable seafood by investing in the Corner Inlet Sustainability Project. Corner Inlet is a 600-square kilometre bay, located 200 kilometres south-east of Melbourne in the South Gippsland region. The area is recognised as having important habitats which support the production of key





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recreational fish species like Flathead, King George Whiting, and Trevally.

The project is a partnership with Melbourne University and the Corner Inlet commercial fishermen which aims to restore seagrass in the area to maintain a sustainable fishery. In 2015 Crown was approached by the Corner Inlet Fishery Habitat Association, with the opportunity to participate in a restorative program that would identify and promote the protection and restoration of an environment from which we source one of Crown's premium local fish species, the Rock Flathead.

Crown, as a representative of the retail end of the fishery, saw an opportunity to partner in a sustainability program that would seek to achieve the following benefits:

- Marine conservation and rehabilitation of Corner Inlet Coastal Park;
- Increased fishing productivity and improved sustainability;

- Raise awareness of the importance of proactive conservation and give credit to those that support it; and
- Strengthen connections between partners and build the profile of Corner Inlet seafood.

Through Crown's support we aim to have direct influence on the sustainability of an important food source, ensuring we have availability and access to some of Victoria's freshest premium fish now and in the future.

### Waste Management

Crown Melbourne is committed to reducing waste generated by the business and promoting greater recycling rates. In 2015 Crown's recycling systems were expanded and were able to achieve almost a 100 per cent increase in the overall recycling rate.

Crown Melbourne has 21 separate recycling waste streams including soft plastic, green waste, polystyrene, e-waste, food, metal, fluorescent tubes, batteries, oil, mobile phones, cigarette butts,

metal, wood and gaming cards. Through efficient management of these waste streams in 2015 the business was able to divert 67 per cent of waste from being disposed as landfill.

### Recycling of Food

As one of Melbourne's largest dining and entertainment destinations, Crown Melbourne has had a long standing commitment to managing food waste in a more sustainable way. Following a review of our food recycling processes, Crown Melbourne partnered with Natural Recovery Systems. The partnership provides a custom-built, end-to-end process that included policies and procedures for handling, safety and contamination control, waste disposal and logistics.

All waste food from Crown Melbourne is composted and turned into fertiliser where it is used in commercial farming operations. To promote awareness of the need to dispose of food correctly,

## Case Study: SoapAID

In 2014, Crown joined an Australian first initiative in recycling unused soap from our hotel rooms through the SoapAID program. Rather than disposing of soap to landfill, Crown's housekeeping staff collect the unused soap and store them in dedicated receptacles for collection by SoapAID. After collection the soap is processed and redistributed to communities that lack adequate sanitation.

Today across the globe over 2 billion people lack adequate sanitation. As a direct result, it is estimated that 1.8 million children under the age of 5 die each year due to hygiene related illnesses. This equates to 6,000 deaths each day.

One of the major causes of childhood deaths is diarrhoea. By the simple act of a child washing their hands with a bar of soap, we could potentially reduce the number of diarrhoea cases by over 40 per cent.

In an effort to prevent these needless deaths, SoapAID collects waste soap from hotels worldwide and sends them to a central processing plant, where the discarded soaps are re-processed and turned back into new, useful bars of soap that will help save lives.

To date, Crown has provided 853Kg of soap to the charity, contributing to the 6 tonnes of soap which has been collected from Australia. For more information please visit [www.soapaid.org](http://www.soapaid.org).



Crown's housekeeping employees collect unused soap from Metropal Hotel to help those in need.



# Reducing our impact on the environment

all kitchen staff in the Crown Melbourne complex receive training to promote better management of food waste. Crown now composts over 150 tonnes of organic waste per month which is equivalent to filling the MCG to a depth of 3 metres every year.

## Cigarette Recycling

Crown joined an Australian-first initiative to recycle cigarette butts across the property. Crown 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. Crown is now one of Terracycle's biggest collectors of cigarette waste.





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## 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](http://www.rotarydik.org)

Southern Cross Recycling - [www.southerncrossrecycling.com.au](http://www.southerncrossrecycling.com.au)

Retraining  
**500**  
retrenched workers





# Corporate governance



## Corporate governance

The Crown Resorts Limited Board is responsible for guiding and monitoring Crown on behalf of its shareholders. In addition, the Board is responsible for identifying areas of significant business risk and ensuring arrangements are in place to adequately manage those risks.

The Board is currently comprised of eleven Directors, seven of whom are independent Directors. A majority of Directors are therefore independent.

The Board has adopted a formal Board Charter which sets out a list of specific functions which are reserved for the Board. Information about Crown's Board members, Crown Board policies, committees and charters can be found on the Crown Resorts Limited website under the Corporate Governance tab.

The roles of Chair and Chief Executive Officer are exercised by separate persons. Crown's senior executives have responsibility for matters which are not specifically reserved for the Board. Crown has a framework of sustainability policies that apply across all divisions and resorts covering the following areas:

- Corporate governance;
- Selection and management of capital expenditure and investments, and business activities;
- Identification and management of Occupational Health and Safety and Environment;
- Ethical conduct by staff;
- Provision of a safe, diverse and engaging workplace;
- Application of the Environmental Management System at both resorts and participation in environmental projects, such as the Carbon Disclosure Project;
- Whistle blowing, anti-corruption and anti-money laundering policies; and
- Effective stakeholder communication policies.

This framework is underpinned by Crown's Employee Code of Conduct and the

business-specific policies addressing corporate social responsibility. All Crown staff share a responsibility for identifying and managing CSR issues as part of normal business practice. They are supported by Crown's:

- Board and Management;
- Audit and Corporate Governance Committee;
- Corporate Social Responsibility Committee;
- Responsible Gaming Committee;
- Risk Management Committee; and
- Occupational and Health Safety Committee.

When appropriate this involves the use of independent assessments, development of compliance plans and regular reporting of environmental risk management and compliance consistent with Crown's Environmental Management Strategy. Crown Resorts Limited is listed on the Australian Securities Exchange (ASX) and is supervised by the Australian corporate regulator, ASIC.



# Awards



Crown Executive at the 2015 Australian Training Awards

# Awards

TABLE 6: CROWN TOWERS MELBOURNE AWARDS LIST (CONTINUED)

## Crown Melbourne Awards

### (A) The complex—general awards

TABLE 5: CROWN MELBOURNE AWARDS LIST

Date	Award	Recipient	Provider of Award
2015	Employer of Choice	Crown Melbourne	Australian Business Awards
2014	Employer of Choice	Crown Melbourne	Australian Business Awards
2014	Best Integrated Resort of the Year	Crown Melbourne	International Gaming Awards
2013	Stellar Stays Award	Crown Melbourne Hotels	Hotels Combined
2013	Australian Employer of the Year	Crown Melbourne	2013 Australian Training Awards
2013	Victorian Employer of the Year	Crown Melbourne	Victorian Government Training Awards
2013	Education and Training Award	Crown Melbourne	2013 Victorian Tourism Awards
2013	Stellar Stays Award	Crown Melbourne	Hotels Combined
2012	Best in the World	VIP Gaming Salons	International Gaming Awards - London
2012	Finalist – Victorian Employer of the Year	Crown Melbourne	Victorian Government Training Awards
2012	Finalist—Best Tourism and Leisure Development	Crown Melbourne	Victorian Property Council
2011	Named Australia's Top Tourist Attraction	Crown Melbourne	EuroMonitor International
2011	Finalist—Major Tourist Attraction	Crown Melbourne	Melbourne Airport Award
2010	Excellence in Sustainability Award	Crown Melbourne	Restaurant and Catering Awards for Excellence
2010	Australian Employer of the Year	Crown Melbourne	Australian Training Awards
2010	Victorian Employer of the Year	Crown Melbourne	Victorian Government Training Awards
<b>Other accolades include:</b>			
Crown Features in Tourism Australia's 'There's Nothing Like Australia' Global Advertising Campaign			

### (B) Hotel awards

TABLE 6: CROWN TOWERS MELBOURNE AWARDS LIST

Date	Award	Recipient	Provider of Award
2014	Winner - Superior Accommodation Hotel' of the Year	Crown Promenade Melbourne	Tourism Accommodation Australia Victorian Awards
2013	Winner – Best Event Hotel	Crown Promenade Melbourne	SPICE Magazine HOT 100 Awards
2013	Best Hotel Australia	Crown Towers Melbourne	Asia Pacific Hotel Awards
2013	Australia's Best Large Luxury Hotel	Crown Towers Melbourne	Readers' Choice Gourmet Traveller Travel Awards
2012	Australia's Best Large Luxury Hotel	Crown Towers Melbourne	Readers' Choice Gourmet Traveller Travel Awards
2012	Runner-up—Best Capital City Hotel	Crown Towers Melbourne	Gourmet Traveller Travel Awards
2011	Winner Luxury Hotel	Crown Towers Melbourne	Hotel Management Awards
2011	Highly Commended—Hotel of the Year	Crown Towers Melbourne	Hotel Management Awards
2011	Winner—Outstanding Spa	Crown Spa	Spa Universe
2011	Runner-up—Nespresso Best Large Luxury Hotel	Crown Towers Melbourne	Australian Gourmet Traveller Travel Awards
2010	Winner—Nespresso Best Large Luxury Hotel	Crown Towers Melbourne	Australian Gourmet Traveller Travel Awards
2010	Runner-up—Nespresso Best Hotel Villas/Suites	Crown Towers Melbourne	Australian Gourmet Traveller Travel Awards
2009	15th in the Top 20 Best Oceania Hotels	Crown Towers Melbourne	Condé Nast Traveller Best in the World
2009	Winner superior accommodation hotel of the year	Crown Towers Melbourne	Australian Hotels Association
2009	Named as one of the 101 Best Places to Stay in Victoria	Crown Towers Melbourne	Royal Automobile Club of Victoria (RACV)



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2009	Winner—Top Three Hotels in Victoria	Crown Towers Melbourne	Victorian Hotel Club Annual Awards
2009	Winner—Best Luxury Hotel	Crown Towers Melbourne	Victorian Hotel Club Annual Awards
2009	Best Service Hotel	Crown Towers Melbourne	Victorian Hotel Club Annual Awards
2009	Winner: Accommodation Property—Five-Star	Crown Towers Melbourne	Hotel Management Awards
<b>Date</b>	<b>Award</b>	<b>Recipient</b>	<b>Provider of Award</b>
2009	Highly commended: Business Hotel	Crown Towers Melbourne	Hotel Management Awards
2009	Winner—Deluxe Accommodation Hotel of the Year	Crown Towers Melbourne	Australian Hotels Association (AHA) Awards Victoria
2009	Named one of the top hotels of the Australia, New Zealand and the South Pacific Region	Crown Towers Melbourne	Travel and Leisure Awards (U.S.)
2009	<ul style="list-style-type: none"> <li>• Voted one of favourite hotels in Australia. Accolades include:</li> <li>• Voted Best Weekend Away Hotel</li> <li>• Voted Best Romantic Stay</li> <li>• Named in Top Five Leisure and Business Hotels</li> <li>• Voted Best Leisure Hotel Room</li> <li>• Voted Best Location for Leisure Hotel</li> <li>• Voted Best Leisure Facilities</li> <li>• Voted Best Restaurant</li> <li>• Voted Best Business Facilities</li> <li>• Named In Top Five Hotels For Business</li> </ul>	Crown Towers Melbourne	Qantas Frequent Flyers Australia's Favourite Hotels
2008	Winner—Top Five Best Australian Hotels	Crown Towers Melbourne	Luxury Travel Magazine Awards
2008	Winner—Top Three Hotels In Australia	Crown Towers Melbourne	HotelClub Awards
2008	Winner—Top Hotel—Australia/Pacific	Crown Towers Melbourne	U.S. Conde Nast Awards
2007	Winner—Top Three Hotels In Oceania And Top Three Hotels In Victoria	Crown Towers Melbourne	HotelClub Awards
2006/07	Winner—Best Business Hotel in Australia (judged by the readership of Business Asia Magazine)	Crown Towers Melbourne	Best Business Hotels in Asia Awards

2007	Top 101 Luxury Suites from Around the World	Georgian Manor Villa, Crown Towers Melbourne	Elite Traveller
2007	Best Australian Hotel	Crown Towers Melbourne	Luxury Travel Gold List Awards

**Other accolades include:**

- 2011 Hotel Management Awards, Highly Commended, Ronald Maskell Chief Concierge
- 2011 Hotel Management Awards, Highly Commended, Tara Bishop Communication Associate

**TABLE 7: CROWN PROMENADE MELBOURNE AWARDS LIST**

<b>Date</b>	<b>Award</b>	<b>Recipient</b>	<b>Provider of Award</b>
2014	Australia's Best Hotel	Crown Towers Melbourne	Luxury Travel Magazine's Gold List
2012	Winner—Superior Accommodation Hotel of the Year	Crown Promenade Melbourne	Tourism Accommodation Australia (Victoria) State Awards for Excellence
2012	Finalist—Hotel bar of the year	Tonic Bar Crown Promenade Melbourne	Tourism Accommodation Australia (Victoria) State Awards for Excellence
2008	Winner—Deluxe Accommodation Category For Three Consecutive Years	Crown Promenade Melbourne	Inductee Victorian Tourism Hall of Fame
2008	Winner—Deluxe Accommodation	Crown Promenade Melbourne	Melbourne Airport Victorian Tourism Awards
2007	Winner—Deluxe Accommodation	Crown Promenade Melbourne	Australian Tourism Awards
2007	Winner—Deluxe Accommodation	Crown Promenade Melbourne	Melbourne Airport Victorian Tourism Awards

# Awards

TABLE 8: CROWN METROPOL MELBOURNE AWARDS LIST

Date	Award	Recipient	Provider of Award
2015	Best Upper Upscale Hotel	Crown Metropol Melbourne	HM Awards
2015	HOT 100 Awards	Crown Metropol Melbourne	SPICE Magazine HOT 100 Awards
2014	Winning finalist - Australia's Best Convention Centre Hotels	Crown Metropol Melbourne	SPICE Magazine HOT 100 Awards
2014	Winning finalist - Australia's Best Event Hotels	Crown Metropol Melbourne	SPICE Magazine HOT 100 Awards
2013	Winning finalist - Australia's Best Convention Centre Hotels	Crown Metropol Melbourne	SPICE Magazine HOT 100 Awards
2012	Awarded best luxury Hotel	Crown Metropol Melbourne	RACV Victorian Tourism Awards
2012	Recognised—Best Tech Hotel	Crown Metropol Melbourne	Hotel Management Awards
2012	Winner—Upper upscale hotel	Crown Metropol Melbourne	Hotel Management Awards
2011	Recognised—Upper upscale hotel	Crown Metropol Melbourne	Hotel Management Awards
2011	Highly Commended	ISIKA Day Spa	Hotel Management Awards
2011	Winner—Commercial Architecture Award	Crown Metropol Melbourne	Australian Institute of Architects Awards
2011	Nominated for Best Hotel Spa and Best Signature Treatment	Crown Metropol Melbourne	Crystal Awards Asia Pacific

Date	Award	Recipient	Provider of Award
2011	Runner-up—Nespresso Best Large Luxury Hotel	Crown Metropol Melbourne	Australian Gourmet Traveller Travel Awards
2011	Nominee—Best Spa	ISIKA Day Spa	Australian Gourmet Traveller Travel Awards
2011	Hot 100 List	Crown Metropol Melbourne	Condé Nast Traveller
2011	Nominee	Crown Metropol Melbourne	RACVs People's Choice Award
2010	Nominee—Most Innovative Spa of the Year 2010	ISIKA Day Spa	ASIASPA awards
2010	Nominee—Urban Spa Of The Year	ISIKA Day Spa	ASIASPA Awards

## (c) Food and beverage awards

Crown has achieved the following awards and recognition of its Food and Beverage Operations:

TABLE 9: CROWN MELBOURNE FOOD AND BEVERAGE AWARDS

Date	Award	Recipient	Provider of Award
2015	One Hat	No. 8 by John Lawson	2015 Age Good Food Guide Awards
2015	Two Hats	Rockpool Bar & Grill	2015 Age Good Food Guide Awards
2015	Two Hats	Rosetta	2015 Age Good Food Guide Awards
2015	Two Hats	Spice Temple	2015 Age Good Food Guide Awards
2015	One Hat	Bistro Guillaume	2015 Age Good Food Guide Awards
2014	Two Hats	Rockpool Bar & Grill	2014 Age Good Food Guide Awards
2014	Two Hats	Rosetta	2014 Age Good Food Guide Awards
2014	Two Hats	Spice Temple	2014 Age Good Food Guide Awards



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TABLE 9: CROWN MELBOURNE FOOD AND BEVERAGE AWARDS (CONTINUED)

Date	Award	Recipient	Provider of Award	Date	Award	Recipient	Provider of Award
2014	One Hat	Bistro Guillaume	2014 Age Good Food Guide Awards	2012	'Two Hats'	Rockpool Bar & Grill	The Age 'Good Food Guide Awards' 2013
2012	Listed in Australia's top 100 restaurants	Spice Temple; The Atlantic and Rockpool Bar & Grill (top 25)	Australian Gourmet Traveller Restaurant Awards	2012	'One Hat'	Bistro Guillaume	The Age 'Good Food Guide Awards' 2013
2012	Winner New Restaurant	Conservatory	Savour Australia Restaurant and Catering HOSTPLUS Awards for Excellence	2012	'One Hat'	Spice Temple	The Age 'Good Food Guide Awards' 2013
2012	Winner Modern Asian Restaurant	Nobu	Savour Australia Restaurant and Catering HOSTPLUS Awards for Excellence	2012	Honourable Mention for Best Wine List	Spice Temple	The Age 'Good Food Guide Awards' 2013
2012	Winner Chinese Restaurant	Silks	Savour Australia Restaurant and Catering HOSTPLUS Awards for Excellence	2012	Top Ten Business Lunch	Rockpool Bar & Grill	The Age 'Good Food Guide Awards' 2013
2012	Finalist Japanese Restaurant	Koko	Savour Australia Restaurant and Catering HOSTPLUS Awards for Excellence	2012	Top Ten Cheap Thrills	Rockpool Bar & Grill (the bar's burger)	The Age 'Good Food Guide Awards' 2013
2012	Finalist Chinese Restaurant	Mings	Savour Australia Restaurant and Catering HOSTPLUS Awards for Excellence	2012	Top 10 Places to Eat Late	Sho Noodle Bar	The Age 'Good Food Guide Awards' 2013
2012	Finalist Contemporary Australian Restaurant Informal	Number 8 restaurant and wine bar	Savour Australia Restaurant and Catering HOSTPLUS Awards for Excellence	2012	Top 10 Bars	The Waiting Room	The Age 'Good Food Guide Awards' 2013
2012	Finalist New Restaurant	The Merrywell	Savour Australia Restaurant and Catering HOSTPLUS Awards for Excellence	2011	'Two Hats'	Rockpool Bar & Grill	The Age 'Good Food Guide Awards' 2012
2012	Finalist Restaurant in a Training Institute	Culinarium	Savour Australia Restaurant and Catering HOSTPLUS Awards for Excellence	2011	'One Hat'	Gordon Ramsay's Maze	The Age 'Good Food Guide Awards' 2012
2012	Finalist Function/Convention Centre Operator	Crown	Savour Australia Restaurant and Catering HOSTPLUS Awards for Excellence	2011	Wine List of the Year	Spice Temple	The Age 'Good Food Guide Awards' 2012
2012	Finalist Wedding Caterer	Crown	Savour Australia Restaurant and Catering HOSTPLUS Awards for Excellence	2011	Professional Excellence Award	Neil Perry	The Age 'Good Food Guide Awards' 2012
2012	Winner George Mure Memorial Award	Food & Beverage Training Department	Savour Australia Restaurant and Catering HOSTPLUS Awards for Excellence	2011	Asian Restaurant—Metro	Nobu	Restaurant & Catering Victoria Awards for Excellence
2012	Two Glasses Award	Number 8 restaurant and wine bar	Wine Spectator Magazine—Best of Award of Excellence August 2012 Issue	2011	Winner—Victoria Events Caterer	Crown Events – Crown	Restaurant & Catering Victoria Awards for Excellence
2012	Two Glasses Award	Rockpool Bar & Grill	Wine Spectator Magazine—Best of Award of Excellence August 2012 Issue	2011	George Mure Memorial Professional Development Award	Crown	Restaurant & Catering Victoria Awards for Excellence
				2011	Winner—Professional Development	Crown	Restaurant & Catering Victoria Awards for Excellence
				2010	Winner—Most Admired Customer Service Silver Award	Crown Events – Crown	International Customer Service Professionals
				2010	Winner—Caterer of the Year	Crown Events – Crown	Restaurant & Catering Victoria Awards for Excellence

# Awards

TABLE 9: CROWN MELBOURNE FOOD AND BEVERAGE AWARDS (CONTINUED)

Date	Award	Recipient	Provider of Award
2010	Winner—Wedding Caterer	Crown Events – Crown	Restaurant & Catering Victoria Awards for Excellence
2010	Award for Employment and Inclusion of Indigenous Australians	Crown	The Diversity @ Work 2010
2010	Best of Award for Excellence (2 Glasses)	Number 8 restaurant and wine bar	Wine Spectator
2010	Gourmet Traveller Wine—Highly Recommended (3 Glasses)	Number 8 restaurant and wine bar	Gourmet Traveller Wine
2009	Winner—Function Centre Caterer	Crown Events – Crown	Restaurant & Catering Victoria Awards for Excellence
2009	Winner—Function/Convention Centre Caterer	Crown Events – Crown	Restaurant & Catering Victoria Awards for Excellence
2008	Winner—Professional Development	Crown	Restaurant & Catering Victoria Awards for Excellence
2007	Winner—Professional Development	Crown	Restaurant & Catering Victoria Awards for Excellence
2007	Winner—Asian Restaurant	Koko	Restaurant & Catering Victoria Awards for Excellence
2007	Winner—Function Centre—Million Dollar Lunch	Crown Events	Restaurant & Catering Victoria Awards for Excellence

## (d) Learning and development awards

Crown has achieved the following accolades and recognition of its Learning and Development Programs:

TABLE 10: CROWN MELBOURNE GENERAL AND LEARNING & DEVELOPMENT AWARDS

Date	Award	Recipient	Provider of Award
2015	Tourism Education and Training Award	Crown College Melbourne	Victorian Tourism Awards
2015	Member- Tourism Education and Training Award Hall of Fame	Crown College Melbourne	Victorian Tourism Awards
2015	ABA100 Winner Employer of Choice	Crown College Melbourne	Australian Business Awards
2015	ABA100 Community Contribution	Crown College Melbourne	Australian Business Awards
2014	Victorian Tourism Awards	Crown College Melbourne	2014 RACV Victorian Tourism Awards
2014	ABA100 Winner Employer of Choice	Crown College Melbourne	Australian Business Awards
2014	ABA100 Winner Community Contribution	Crown College Melbourne	Australian Business Awards
2013	Australian Employer of the Year	Crown Melbourne	2013 Australian Training Awards
2013	Education and Training Award	Crown Melbourne	2013 Australian Training Awards
2013	Victorian Employer of the Year Award	Crown Melbourne	Victorian Government Training Award
2012	Winner of 2012 Victoria Training Award for Organisational and Staff Development	Crown	Learning and Technology Impacts Award
2012	Winner of 2012 Victoria Training Award for Apprentice Development	Crown	Skills Victoria Training Awards
2012	Winner of the Recommended Employer Award	Crown Melbourne	Australian Business Award
2012	Winner—Victorian Training Awards 2012	Crown Melbourne	Victorian Training Awards



CROWN MELBOURNE'S  
CONTRIBUTION TO  
VICTORIAECONOMIC AND  
TOURISM BENEFITS  
FOR VICTORIAEMPLOYMENT FOR  
THOUSANDS OF  
VICTORIANSINDUSTRY LEADING  
SOCIAL SAFEGUARDSCOMMUNITY  
CONTRIBUTIONREDUCING OUR  
IMPACT ON THE  
ENVIRONMENTCORPORATE  
GOVERNANCE

AWARDS

ABOUT CROWN  
RESORTS

TABLE 10: CROWN MELBOURNE GENERAL AND LEARNING &amp; DEVELOPMENT AWARDS (CONTINUED)

Date	Award	Recipient	Provider of Award	Date	Award	Recipient	Provider of Award
2012	Winner of the Significant Contribution to the Community Award	Crown	Australian Business Awards	2010	Winner of Victorian Employer of the Year	Crown	Skills Victoria
2012	Winner—Learning and technology impact award	Crown Melbourne	Learn Learning and Technology Impact Awards	2010	Winner of Australian Employer of the Year	Crown	Australia Training Awards
2012	Finalist—Success factors HR Team Award	Crown Melbourne	Australian Business Awards	2011	Finalist—Disability Employment	Crown	Diversity@Work Award for Employment and Inclusion
2012	Winner of Leadership in Quality	Peter Coyne, EGM, HR Crown	National Focus, Australian Training Awards	2011	Finalist—Leadership in quality award	Crown Melbourne	National Focus on training awards
2012	Finalist, Tourism, Education and Training	Crown Melbourne	Victorian Tourism Awards	2011	Finalist—Best Learning and Development Strategy	Crown Melbourne	Australian HR Awards
2012	Finalist, Employer of the Year	Crown Melbourne	Skills Victoria, Victorian Training Awards	2010	Diversity@Work Award for the Employment and Inclusion of Indigenous Australians, which included recognition of Crown's unique and effective methods of communication with Indigenous communities about its recruitment and training opportunities and the one-on-one customised learning and development opportunities provided to Indigenous students	Crown	Employment and Inclusion Awards
2011	Winner—Diversity Award for Crown's Indigenous Employment Program	Crown	FEMA Diversity Awards (Fairfax Employment Media Awards)				
2011	Finalist in the category Most Innovative New Media Recruitment Campaign	Crown	Australian HR Awards				
2011	Winner—The Wurreker Award	Crown	Awarded in the Private Sector Employer division for Achievements in Aboriginal Employment.				
2011	Finalist	Crown	FEMA People's Choice Award (Fairfax Employment Media Awards)				
2011	Finalist – Tourism Education and Training	Crown	Victorian Tourism Awards				
2011	Best Vocational Education & Training Collaboration	Crown	Business/Higher Education Round Table (B-HERT) Award				
2011	Finalist—Leadership In Quality Award	Peter Coyne, EGM, HR Crown	Australian Training Awards				
2011	Winner of the Organisational Individual Laureate	Executive General Manager Food and Beverage	National Diversity@Work Awards				
2011	Winner – Best Vocational Education and Training Collaboration	Crown Melbourne	Business & Higher Education Round Table (B-HERT) Awards				

Crown has invested  
**\$1.8** billion  
in tourism infrastructure  
over the last ten years



**CROWN  
RESORTS**



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# About Crown Resorts





Luxury Hotels



Events & Entertainment



Signature Restaurants



Sky Salons



High-end Retail



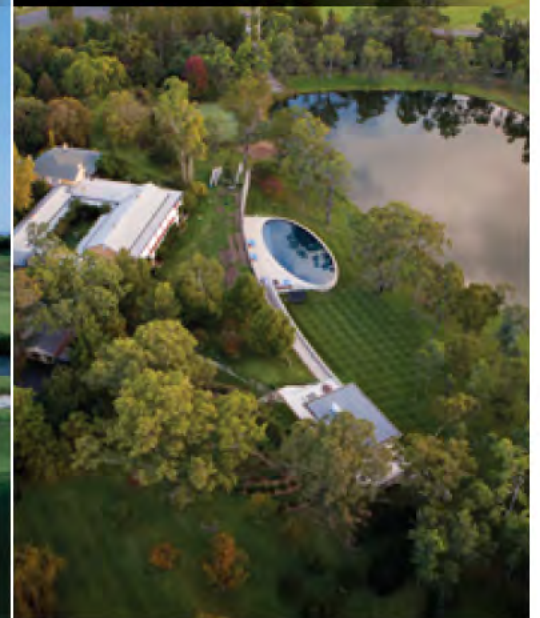
Luxury Resort Facilities



The Capital Golf Course, Melbourne



Ellerston





### Crown’s global network of luxury resorts

Crown has businesses and investments in the integrated resort and entertainment sectors in Australia, the Philippines and Macau, and wholly-owns and operates a high-end casino in London. Our proposal for Crown Sydney will further add to our network of globally connected luxury resorts, building brand loyalty and attracting a greater potential market of high-net-worth visitors from Asia to Crown Melbourne.



“Our most important future priority is to ensure that Crown Resorts is globally recognised as a first class luxury resort brand, as this will help us attract an even greater share of international visitors from Asia and globally.”

**Rob Rankin**, Chairman of Crown Resorts Limited

# About Crown Resorts

## Crown Perth

Crown acquired Crown Perth (formerly Burswood Entertainment Complex) in 2004. In the years prior to Crown acquiring the property, minimal capital had been invested in the property. Since acquisition, Crown has modernised and expanded the facilities at Crown Perth to bring them up to the standard of a world-class resort which is capable of competing in an expanding and increasingly competitive global market.

Crown is currently developing Perth's first six-star luxury hotel – Crown Towers Perth at Burswood. The hotel will add another dimension to Crown Perth's tourism appeal. When complete, it will be the largest hotel in Perth and will increase hotel room capacity at Crown Perth to nearly 1,200 rooms. Crown Towers Perth will have approximately 500 luxury rooms and include VIP gaming salons, restaurants, bars, resort and convention facilities and is expected to open in December 2016.

Other investments in Crown Perth to date have included:

- Development of the roof top "Sky Salon" and refurbishment of the hotel resort pool resulting in achievement of the National Commercial/Industrial Construction Award (\$10 million to \$20 million) and Crown Perth being recognised for 'Best Gaming Space' and 'Best Resort Pool' at the 2012 HOSPY Awards in Las Vegas;
- Extensive refurbishment of Crown Metropol Perth (previously the InterContinental Perth Burswood) including luxury day spa and beauty and fitness facilities to a five-star standard;
- Development of the "Pearl Room", an international gaming facility including VIP private gaming salons;
- Development of luxury VIP villas, the "Mansions", situated on the Swan River overlooking Perth city;

- Opening of new food and beverage outlets, including internationally acclaimed restaurants Rockpool Bar & Grill, Nobu and Bistro Guillaume;
- Expanded conference and meeting facilities; and
- Extension and ongoing refurbishment of the main gaming floor.

In addition to its developments, Crown has also acquired a 140 foot super yacht to host VIP customers. Crown Perth is now one of Western Australia's largest tourist destinations, attracting more than eight million visits each year. Crown Perth's estimated annual contribution to the economy of Western Australia is \$1.4 billion and provides employment for more than 6,100 people making it the state's largest single site private sector employer.

Crown's ongoing investment at Crown Perth illustrates a commitment to making it a world-class entertainment precinct to compete not only in the region (with the resorts in Singapore and Macau) but also globally, where large hotel resorts are being developed to capture a share of the expanding tourism market, particularly out of China.



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Crown Towers Perth - Artist's Impression

# About Crown Resorts

## Crown Sydney

Crown's plan for an iconic six-star hotel resort on Sydney Harbour aims to give Sydney a landmark hotel it can be proud of and will greatly help Sydney compete with the best destinations in Asia in attracting the high-yield international luxury tourism market.

The Crown Sydney Hotel Resort will be the city's first six-star hotel resort. It will include 350 hotel rooms and suites, luxury apartments, signature restaurants, bars, retail outlets, pool and spa facilities, conference rooms and VIP gaming facilities.

The Crown Sydney Hotel Resort will become a landmark building that will be instantly recognisable around the world, complementing Sydney icons like the Sydney Harbour Bridge and the Sydney Opera House.

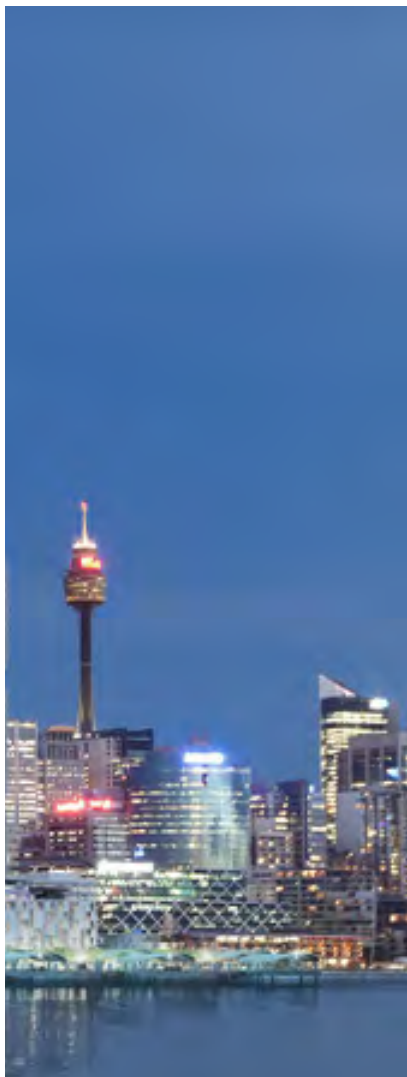
No other Australian business has been able to design and deliver luxury tourism projects on the scale of Crown Resorts and Sydney will be no exception. To ensure the 'iconic' status of the Crown Sydney Hotel Resort, Crown engaged Wilkinson Eyre, one of the world's best architecture firms, to design the building.

The Crown Sydney Hotel Resort will deliver significant and unique benefits for the people of New South Wales, including increases to employment, business investment, export income, and additional Gross State Product. The proposal will provide an estimated 3,300 direct and indirect jobs during construction and 1,250 new direct jobs from its first year of operation, in addition to dedicated training facilities and a significant focus on Indigenous employment.



Crown Resort Sydney – Artist Impression



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## Melco Crown Entertainment Limited

As at 30 June 2015, Crown held a 34.3 per cent equity interest in Melco Crown Entertainment (MCE), a joint venture between Crown and Melco International Development Limited.

In Macau, MCE has three premium properties called City of Dreams and Altira Macau and a 60 per cent equity interest in Macau Studio City, a new cinema themed resort on Cotai. MCE also operates the Mocha Clubs in Macau.

In the Philippines, MCE, through its 68.8 per cent owned subsidiary, Melco Crown (Philippines) Resort Corporation (MCP), has an interest in a consortium that operates one of Manila's best integrated resorts, City of Dreams Manila.

Crown's shareholding in MCE, one of Macau's major integrated resort operators, facilitates the promotion of its Australian resorts. This has also contributed to making Melbourne one of the destinations of choice for high net worth Asian visitors.

## Crown Aspinalls London

Crown Aspinalls is an exclusive high-end London casino. It is one of only five licensed high-end casinos in London's prime West End entertainment district. Crown Aspinalls extends Crown's global network of VIP gaming facilities and provides a superior level of service and amenities to VIP customers in London.



Studio City - Macau



City of Dreams - Macau









**Crown Resorts Limited**

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

