



**Crown Resorts Limited
Occupational Health and Safety Committee Report
February 2017**



HEALTH SAFETY
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CROWN RESORTS LIMITED - OHS COMMITTEE

A. MATTERS ARISING

1. Utilisation of the Employee Assistance Program

It was reported at the November OH&S Board Committee, that Crown launched its new Employee Assistance Provider ('EAP') provider- Davidson Trahaire Corpsych ('DTC') across both properties in September. The Committee requested statistics regarding the numbers of employees utilising the counselling services.

A quarterly EAP Report was received from DTC for the three months ended 30 November 2016. The key performance statistics are summarised below:

- Crown Resorts utilisation from inception of the contract to November 2016 was 3.6%. This level of awareness is indicative of the strong awareness raising activities that were engaged at the commencement of the contract. Prior to DTC, Crown's utilisation rate was approximately 2.0%
- A utilisation rate of 3.6% represents 118 new cases. Whilst 92 of these cases were employees using the service, there were also 17 managers who sought assistance in managing workplace issues. A further 9 cases were for workplace traumas requiring urgent intervention.
- 52% of all cases were from CM, 45% CP and 3% from CrownBet.
- The top 5 presenting issues were Mental Health (27.2%), Partner Relationships (19.8%), Grief & Loss (6.2%), Discrimination, Harassment & Bullying (4.9%) and, Family Relationships (4.9%)

In addition to providing the EAP services at a local level, Crown has worked closely with DTC since October to establish a coordinated approach in relation to the impacts of the issues in China. Counsellors from DTC have attended CM and CP properties to provide both individual and group counselling sessions to affected employees. They have established and advised of available counselling services across all Asian countries for Crown employees and their families. They remain a valuable resource.



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CROWNSAFE SCORECARD – DEC 2016

	PERFORMANCE MEASURES		CROWN MELBOURNE					CROWN PERTH					CROWN RESORTS												
	SAFETY	INJURY MGMT	CLAIMS	HAZARDS	FY16		FY17			FY16		FY17			FY16		FY17								
					FY14	FY15	YTD	FY	R12	YTD	TAR	FY14	FY15	YTD	FY	R12	YTD	TAR	YTD	FY	R12	YTD	TAR		
	Lost Time Injuries (LTIs)				39	35	14	31	32	16		14	13	3	5	7	4		17	37	39	20			
	Medical Treatment Injuries (MTIs)						418	209	471	432	180			234	86	163	155	81		295	634	587	261		
	Lost Time Incident Frequency Rate #				4.1	3.5	2.7	3.0	3.0	3.1	2.7		2.2	2.2	1.0	1.1	1.2	1.4	2.0	2.1	2.3	2.4	2.5	2.1	
	Total Recordable Frequency Rate #						44.9	43.3	48.0	44.2	37.7	43.2		41.1	30.0	29.5	28.7	29.5	29.5	38.5	41.4	38.8	34.8	37.3	
	Average Days Lost / LTI				11.4	8.8	5.4	4.4	7.2	11.8		14.1	8.5	6.3	4.8	5.1	5.8		5.6	4.5	6.8	10.6			
	Median Days Lost / LTI						2.0	4.0	3.0	2.1	2.1			3.0	2.0	3.5	2.2	2.1		3.9	3.0	2.1	2.1		
	Average Claims / 1000 head count				17.6	16.5	5.5	14.6	11.5	3.3		40.1	29.8	5.3	12.2	11.1	5.7		7.4	17.4	11.4	4.2			
	Claims Received*				166	174	79	156	108	31		236	163	32	74	77	35		119	230	172	61			
	Confidential																								
	Claims Closure Rate* (Claims Closed / Claims Received)				82.5	74.1	72.2	66.0	50.9	29.0		97.0	93.9	46.9	82.4	69.8	34.3		73.1	67.8	50.6	29.5			
	Hazards Reported						403	151	394	498	254			176	158	281	284	157		309	675	782	411		
	Hazard Closure Rate* (%) (Hazards Closed / Hazards Received)						91.1	88.1	90.1	93.2	90.2			79.0	58.9	73.3	77.8	67.5		73.1	83.1	87.6	81.5		

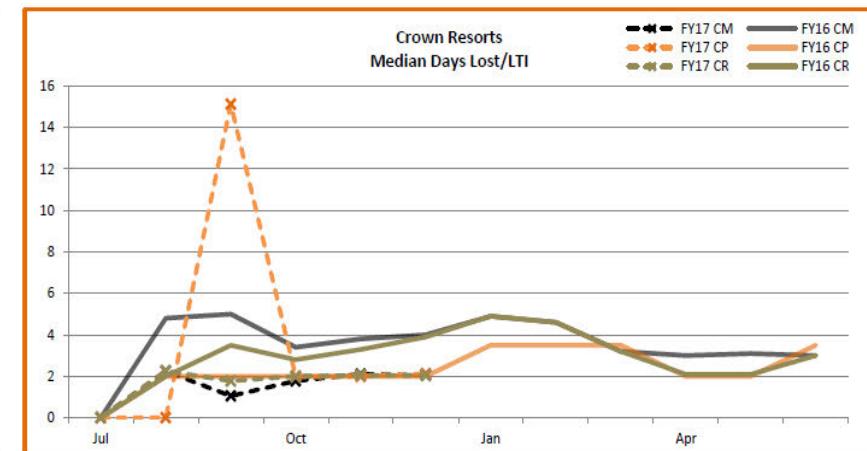
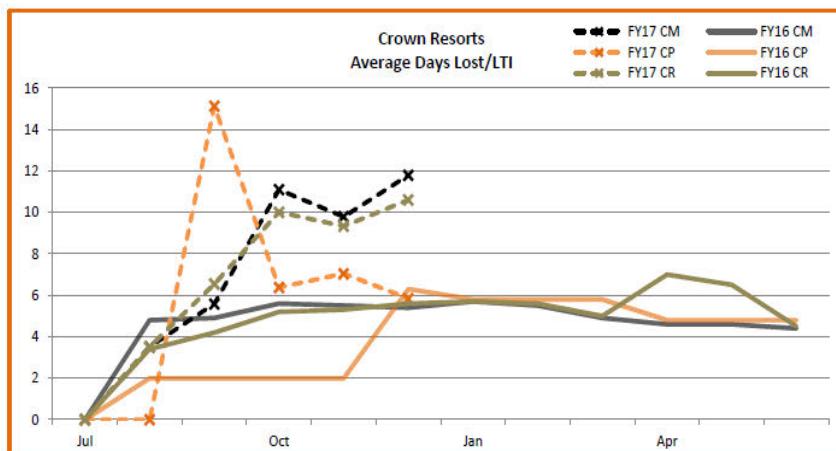
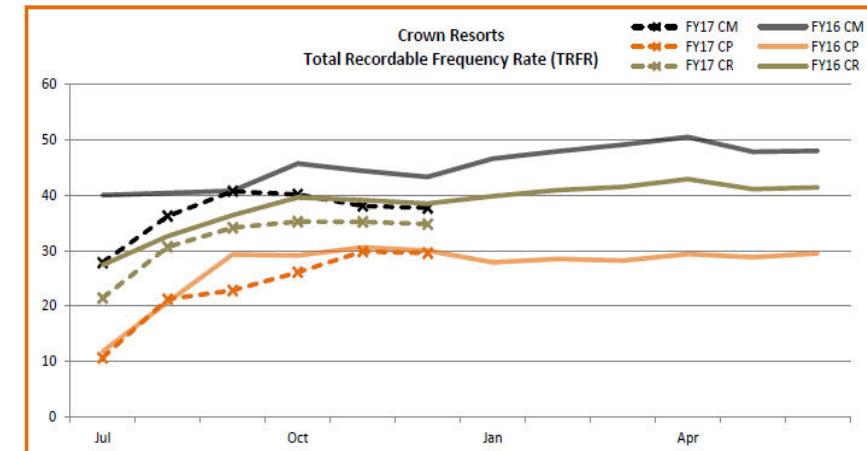
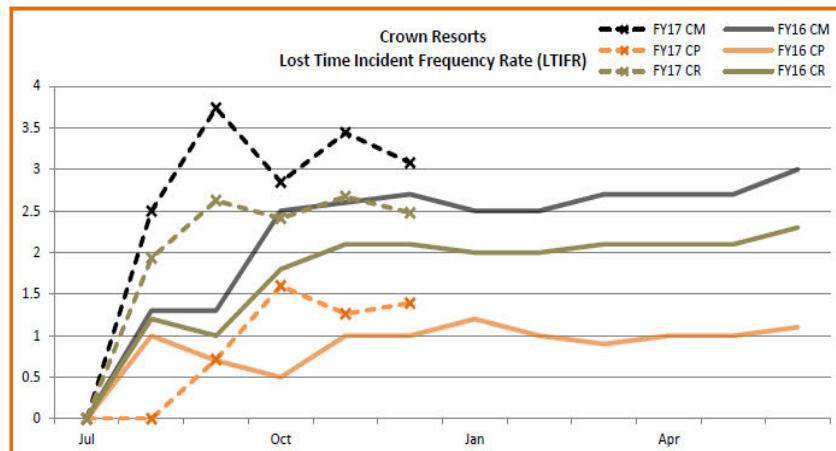
* Previous FY updated to reflect recent activities

FY17 Health & Safety KPIs



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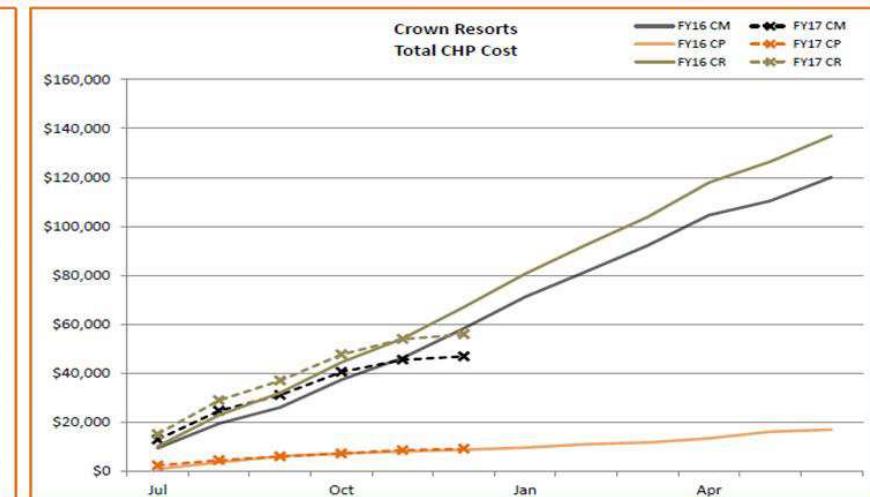
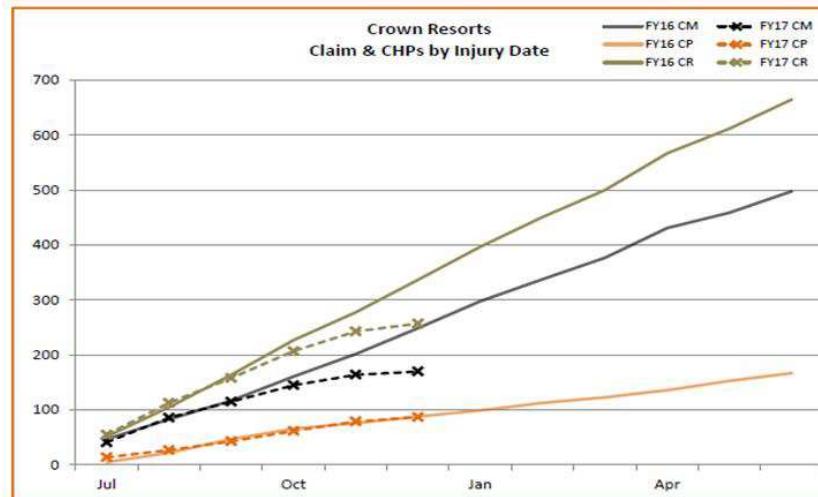
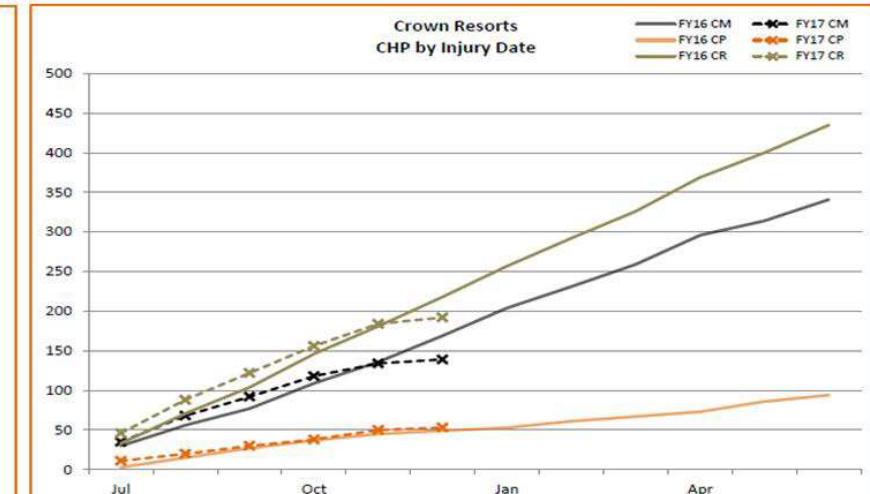
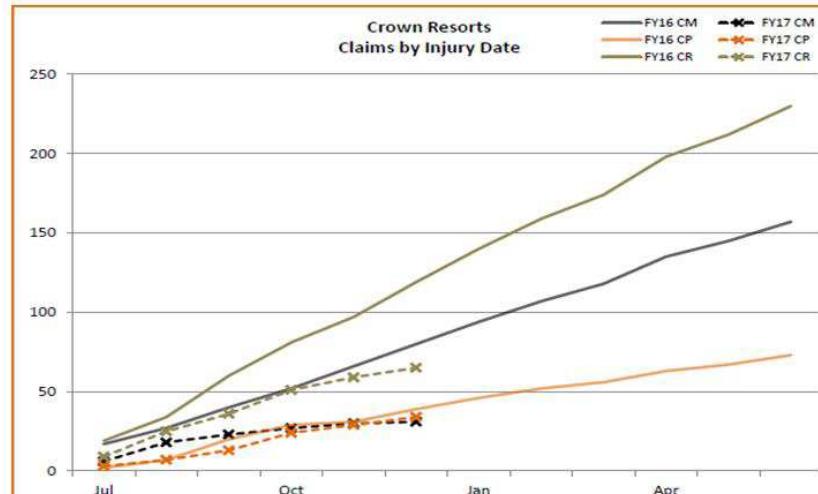
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B. HEALTH & SAFETY PERFORMANCE

OVERALL PERFORMANCE

Health & Safety performance during the FY17Q2 remained strong at both properties.

In CM, the number of workplace injuries resulting in a WorkCover claim or Crown Health Program ('CHP') is down 32%. In particular, WorkCover claims received are down 61% on the previous period. This improvement has been partially offset by a slight increase in Lost Time injuries (LTI), although this position has improved substantially on the results at end of the Q1.

During Q2, CP consolidated its strong performance from the first quarter. Although LTIs have increased, all other performance indicators are in line with FY16. An increase in the Average Days Lost (across both properties) is the result of a number of surgical interventions following injury.

Work continued during Q2 with dorsaVi on the ongoing development of EMMaH, Crown's Manual Handling Program due to be launched during March/April 2017. Progress has been made on finalising the Job Analysis and the on-line manual handling training module. Marketing & Communication plans are being finalised for the launch.

Health & Safety Compliance and High Risk Audits are planned for the 3rd quarter, including an independent review of Self Insurance performance in Victoria. More details are included throughout this report.

CROWN MELBOURNE (CM)	CROWN PERTH (CP)
<p>CM continued to report stable results throughout Q2. The Lost Time Frequency Rate (LTIFR) of 3.1 commenced to align closer with the target set for the business at 2.7. CM incurred 16 LTI's YTD, slightly higher than at the same period last year of 14. Of the 16 LTI's, 4 claimants have directly impacted the increase of the Average days Lost/per Lost Time Claim due to the requirement for surgery and recovery periods away from the business. Over 40% of LTIs have been incurred by Food & Beverage.</p> <p>The Total Recordable Frequency Rate (TRFR) recording further reductions this quarter, ending Q2FY17 at 37.7 against a target of 43.2. Medical Treatment Injuries (MTI's) continue to be on the decline against the same period last year indicating solid efforts in recording accuracy and a reduction in the severity of injuries requiring medical intervention.</p> <p>The focus on reporting Hazards has resulted in a 68% increase of Hazards being identified and reported than at the same period last year. Hazard Closure rates have been maintained at 90.2% and continue to be a key performance focus.</p>	<p>CP ended Q2FY17 with 4 Lost Time Injury (LTI) resulting in a Lost Time Injury Frequency Rate (LTIFR) of 1.4, against the FY17 target of 2.0. Food & Beverage BOH, Conventions and Table Games each sustained an LTI in Q2.</p> <p>The Q2FY17 Median Days Lost result was 2.1 which is in line with the Q2F16 result of 2.0. At the end of Q2FY17, the Total Recordable Frequency Rate (TRFR) was 29.5 comprising of 81 Medical Treatment Injuries ('MTI') and 4 LTI's. The Q2FY17 TRFR result of 29.5 is the same as the F17 TRFR target.</p> <p>The 157 hazards identified by the business in Q2FY17 is consistent with the Q2FY16 of hazard reporting number of 158. CP's hazard closure rate at the end of Q2FY17 was 67.5% which is higher when compared to the Q2FY17 figure of 58.9.5%. Hazard reporting and closure rates will remain a focus item in FY17.</p>



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C. WORKERS COMPENSATION PERFORMANCE

CROWN MELBOURNE

Workers Compensation Performance

Workers Compensation results for Q2FY17 has seen a reduction in claim numbers while costs have remained steady when compared with Q2FY16.

In summary, the following performance is reported for FY17:

- WorkCover Claims received in Q2FY17 was 31 compared to 55 in Q2FY16 a reduction of 44%
- YTD claims cost at Q2FY17 Confidential at the same time last year, an increase of 26% resulting from four operative surgeries required.
- Total YTD payments made at Q2FY17 (which includes previous year's claim payment) were Confidential
- Claim finalisation rates(32.2%) have improved by 36% on current year claims whilst they are marginally up 96.97% from 96.16% (at FY16Q2) across the self-insurance claim portfolio
- CHP performance is also showing an improved performance on the previous results

Crown Melbourne Health Program

Incident Year	Incident Count	Confidential
FY13	291	
FY14	268	
FY15	315	
FY16	309	
FY17Q2	139	

CROWN PERTH

Workers Compensation Performance

The following performance is reported for FY17:

- There have been 35 claims lodged for FY17, representing a 9.4% increase against the same time FY16 (32 claims up to 35 claims)
- The paid amount for this Policy Year Confidential as at the same date in the previous Policy Year. This is reflected in an increase in the average cost per claim Confidential
- The claim closure rate is presently at 34.3% (with 23 claims remaining open), which is above the target closure rate of 15%
- In respect of FY16, the closure rate is at 82.43% with 13 claims remaining open from a total claim number of 74 claims. For FY15, a total of 2 claims remain open. No open claims for previous years.
- Whilst CHP numbers are slightly up YTD, the average cost has reduced by 25% to Confidential

Crown Perth Health Program

Incident Year	Incident Count	Confidential
FY15*	59	
FY16	94	
FY17Q2	53	

* Commenced January 2015



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D. KEY CROWN PROPERTY WIDE INITIATIVES

CrownSAFE Compliance Program- High Risk Audit

The annual requirement to review Crown's High Risk Workplace hazards will be undertaken during February 2017. The 3rd party audit will look at all potential High Risk exposures for Crown and assess adherence within CrownSAFE procedures across both properties. The audit will include the following Procedures and involve various Departments who have responsibilities within the procedures along with operational processes:

CS306	Lockout and Tag-out	CS404	High Voltage	CS429	Gas Safety
CS307	Permit To Work	CS405	Hot Works	CS411	Pool Safety
CS402	Electrical Safety	CS406	Storage & Warehousing	CS413	Traffic & Pedestrians
CS403	Fixed Plant & Mobile Equipment	CS407	Working at Heights	CS417	Emergency Events

Results of the audit will be presented back to the Health & Safety Executive Steering Committee and Action Plans developed ensuring compliance.

Manual Handling Project (EMMaH)

The Manual Handling Project has further progressed with the development of a video presentation detailing the identification, assessment and control of hazardous manual handling risks at Crown. The video aids in explaining the program, the commitment to addressing Manual Handling incidents and the technical elements to the assessments. The video will be used to launch the program across both sites, presented at Corporate Induction for new employees and also provided to employees who will undergo an EMMAH assessment. Work to date has included the following:

- The use of the EMMAH App on iPads and Smartphones allowing communication with the wearable mini sensors which will be used to precisely assess workers movement patterns
- The App being directly linked to the EMMAH database where all assessments are stored and are able to be referenced at any time
- Provide a simple visual analysis of how an individual employee is moving within safety guidelines
- The assessment feedback is available instantly allowing the assessor to share results in real-time with those being assessed

The project is expected to remain on track for a March/April launch. In the meantime, the process and strategy of how the business will undertake assessments is being developed with various stakeholders to ensure the viability and effective control of hazardous manual handling at Crown. Marketing & Communication Plans have also been drafted.

Exercise Program for Table Games Dealers

The CM Table Games H&S Committee has recently released 'Fit and Ready'. The 'Fit and Ready' Campaign is a series of Physio designed stretching exercises which target each specific major game in an effort to reduce the potential for injury. The stretching program is first being trialled in CM and if successful will extend to CP and other business units.

Health & Safety Executive Steering Committees

The combined HSW Executive Steering Committee met in February to review health & safety performance and discuss key initiatives and developments. The development and deployment of EMMAH across both properties was considered.



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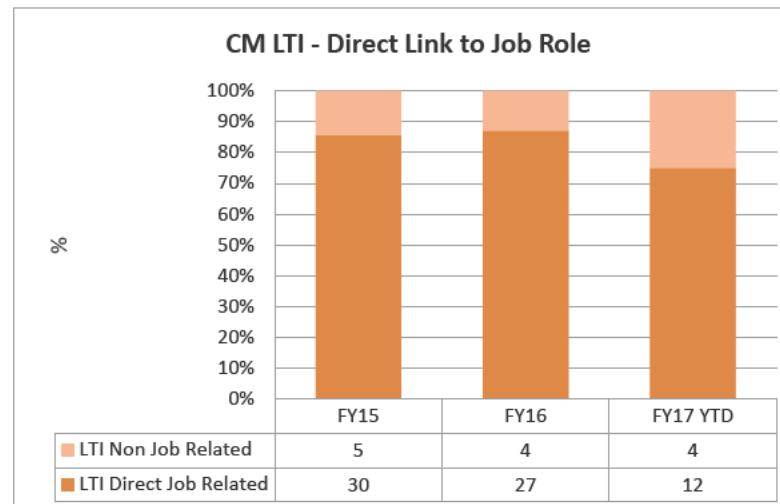
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Fatigue Management (Managing Shiftwork)

Filming for inclusion in the Fatigue Management module is scheduled for the end of February. Storyboards and scripts have been drafted and are currently undergoing final review. The training module will focus on individual accountability and personal management of fatigue. It will explore the impact of fatigue, lifestyle factors and include practical tips for personal management. Further, the training package will highlight Crown's existing areas of support and practices which mitigate the risks of fatigue and its impact on safety and performance in the workplace. It is planned to release this on-line module this financial year.

Lost Time Injury Review

It was reported at the November OH&S Board Committee, that at least 10% of Lost Time Injuries during FY16 were incurred whilst employees were not directly undertaking their job. The graph below shows that for FY17, 25% of incurred LTIs were not directly job related; 3 related to slips, trips and falls in BOH areas with the other being a personal condition. This analysis will continue and in future, include CP and be included in annual OH&S performance reporting.





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E. HEALTH & SAFETY INITIATIVES

CROWN MELBOURNE	CROWN PERTH
<p>Self-Insurance Self Audit ('SISAP')</p> <p>The 2016-2017 annual WorkSafe Self Insurance Self Audit Program ('SISAP') has been scheduled and nominated Business Units advised of their requirement to participate in the annual audit obligations.</p> <p>The Audit will take place between 11 April- 28 April 2017 and will include the following areas:</p> <ul style="list-style-type: none"> • Crown Services- E&M/AV • Support Services- First Aid • Cage & Count • Hotels- Metropol • Food & Bev- Catering • Capital Golf <p>The Audit will be conducted by Peter Rawlings of PR Risk Management. Peter has extensive auditing experience over the past 20 years, assisting Crown in reviewing and developing the compliance program and has been undertaking Crown's Self-insurance Audits since 2014.</p> <p>The Health, Safety & Wellbeing team is working closely with selected BUs to support their preparation for the audit.</p> <p>CM EA - Agreed Health & Safety Outcomes</p> <p>In the recent EA negotiations, the following outcomes were agreed:</p> <ul style="list-style-type: none"> • Crown has agreed to conduct outlet specific health and safety inductions for its new employees according to their specific roles to ensure all employees are aware of how to safely perform their role. • Crown will continue with 7 day minimum response times following OSCAR reports. This is already built into the system, whereby it would escalate to the next level of management should the response time not be met. • Crown is committed to delivering a Manual Handling initiative that aims to have a reduction on severity and frequency of workplace injuries. Employees, including the union will be consulted on the progress <p>Due Diligence</p> <p>Due Diligence workshops for the Crown Melbourne BOT have been rescheduled to FY17Q4 and include a self-assessment component.</p>	<p>Crown Pyramid</p> <p>The Crown Pyramid opened on the 9th of December as a new Crown Perth entertainment venue. The Crown Pyramid is a custom-made pyramid dome, 59m wide and 105m in length with the capacity to hold up to 5,000 people. The structure went through various planning and approval processes before construction commenced. Risk assessments were carried out during the construction phase and the venue now operates under our event health and safety processes.</p> <p>Noise</p> <p>A noise survey was conducted on the main gaming floor in December 2016 to confirm if controls implemented in 2015 were still effective. The survey focused on gaming pits adjacent to live music venues. Noise levels were measured through staff wearing personal dose meters and a static monitor. The results of the survey are due in early February 2017.</p> <p>Patron Lockers</p> <p>Patron lockers were introduced in December 2016 as part of risk reduction strategy for Crown Club staff performing cloaking duties. The lockers were installed in early December and from the 23rd December patrons were directed to use lockers when cloaking bags. This has resulted in the elimination of manual handling and biological hazard risks associated with cloaking patron bags.</p> <p>Crown Towers Pool</p> <p>A heat stress management plan was developed and implemented to reduce the risk of employees suffering from heat stress in the new Crown Towers pool area. The plan includes;</p> <ul style="list-style-type: none"> • Job rotation requirements; • Clothing requirements including the mandatory wearing of hats and sunglasses; • Provision of water and sunscreen requirements and locations; • Heat stress information sessions; • Additional breaks, shorter shifts and additional staff during extremely hot and high occupancy days; • Heat stress incident reporting through Crown's Incident and Hazard Management system (OSCAR). <p>The Crown Towers pool operation is being monitored to ensure the effectiveness of the controls.</p>



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F. WORKERS COMPENSATION INITIATIVES

CROWN MELBOURNE	CROWN PERTH
<p>Self-Insurance Viability Review</p> <p>Crown has appointed its current insurance broker and actuary to undertake the review of its self-insurance performance in Victoria. The review is focusing on self-insurance costs compared to the Victorian State scheme, overhead expenses, outsourcing and audit costs.</p> <p>A detailed report will be submitted to senior management by 30 June 2017.</p> <p>Actuarial Review</p> <p>The half yearly actuarial review of Crown's Workers Compensation liabilities in Victoria was undertaken as at 31 December. In line with the previous assessment conducted in June 2016, the actuary has confirmed an outstanding liability provision of \$18.2m.</p> <p>WorkSafe Claims Management Audit</p> <p>WorkSafe have advised of their intention to conduct a claims management audit this financial period. This is a WorkSafe practice of all self-insurers prior to a licence renewal period. A pre-meeting is to be held in February 2017 and the audit is expected to be undertaken the week commencing 8 May 2017.</p> <p>Crown's current self-insurance approval is due to expire in December 2018.</p>	<p>Workers Compensation Arrangements</p> <p>Brokerage service arrangements for the WA Workers Compensation portfolio are due to expire in FY17Q4. The potential to consolidate insurance brokerage across Crown Resorts will be explored.</p> <p>Injury Management Project</p> <p>Work has commenced on aligning injury management training and application across properties. To date learning modules and applications have been site based. The project aims at adopting a consistent approach where possible and includes all aspects of the early intervention program including consistent communications to key stakeholders, preferred provider arrangements and common referral processes</p>



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G. CROWN MELBOURNE – NOTIFIABLE/SERIOUS INCIDENTS, REGULATOR INVOLVEMENT

DATE	DETAIL	OUTCOME
23/12/16 Food & Beverage	Notifiable Apprentice Chef working in Nobu was slicing meat and sustained a laceration through knuckle near Index finger requiring surgery for repair.	Workplace undertook a review of the technique, equipment, supervision and process by the Head Culinary Trainer post incident was conducted. WorkSafe notified. No further action from WorkSafe





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H. CROWN PERTH – NOTIFIABLE/SERIOUS INCIDENTS, REGULATOR INVOLVEMENT

DATE	DETAIL	OUTCOME
7/10/16 Table Games	Notifiable Employee tripped when walking along a back of house tiled corridor resulting in a fracture to her left arm.	Area inspected, no hazards identified. WorkSafe notified, no further action from WorkSafe.





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INJURY YEAR REPORT* (CROWN MELBOURNE) – DEC 2016

Injury Year	16/17	15/16	14/15	13/14	12/13	11/12	10/11	09/10 & PRIOR	TOTAL
Claim Received by Injury Year									
Claim Received Year									
FY17	24	20	1					1	46
FY16		138	23	5	2				168
FY15			151	28	4	3	1		187
FY14				133	24	4	1	3	165
FY13					138	17	2	5	162
FY12						296	39	8	343
FY11							192	46	238
FY10 & PRIOR								4267	4267
Total Received	24	158	175	166	168	320	235	4330	5576
Open	19	63	33	24	6	12	2	16	175
Closure rate	20.83%	60.13%	81.14%	85.54%	96.43%	96.25%	99.15%	99.63%	96.86%
Claim Payments & Outstanding by Injury Year									
Payment Year	Confidential								
FY17									
FY16									
FY15									
FY14									
FY13									
FY12									
FY11									
FY10 & PRIOR									
Total Payments									
Total O'standing									
Total Cost									
Total Cost : Remuneration by Injury Year*									
Remun (\$m)	Confidential								
Premium Paid									
Premium Rate									

* Includes Rejected Claims * YTD Remuneration and YTD Total Costs



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INJURY YEAR REPORT* (CROWN PERTH) – DEC 2016

Injury Year	16/17	15/16	14/15	13/14	12/13	11/12	10/11	09/10 & PRIOR	TOTAL
Claim Received by Injury Year									
Claim Received Year									
FY17	35	5	0	0	0	0	0	0	40
FY16		69	3	0	0	0	0	0	72
FY15			160	21	0	0	0	0	181
FY14				215	11	0	1	0	227
FY13					203	15	0	0	218
FY12						167	9	0	176
FY11							156	20	176
FY10 & PRIOR								1277	1277
Total Received	35	74	163	236	214	182	166	1297	2367
Open	23	13	3	0	0	0	0	0	39
Closure rate	34.29%	82.43%	98.16%	100.00%	100.00%	100.00%	100.00%	100.00%	98.35%
Claim Payments & Outstanding by Injury Year									
Payment Year									
	Confidential								
FY17									
FY16									
FY15									
FY14									
FY13									
FY12									
FY11									
FY10 & PRIOR									
Total Payments									
Total O'standing									
Total Cost									
Total Cost : Remuneration by Injury Year*									
Remun (\$m)									
	Confidential								
Premium Paid									
Premium Rate									

* Includes Rejected Claims * Full Year Remuneration and Total Premium Payable