CROWN MELBOURNE RISK MANAGEMENT FRAMEWORK

Responsibilities

Board — Risk Governance

- Set the Tone from the Top
- Approve Crown Melbourne's risk appetite
- Set strategic direction in line with risk appetite and in consideration of material risks to the organisation

Crown Melbourne Ltd - Audit Committee — Risk Governance

- Set the Risk Culture
- Review and endorse Crown Melbourne's risk appetite
- Oversee risk management and risk assessments
- Strategic oversight and advice on risk management policy, approach, processes and systems.
- Monitor and review Crown Melbourne's approach to managing and measuring risks

ERCC and BOT — Risk Ownership & Management

- Embed the Risk Culture
- Integrate risk management processes into decision making processes, including planning and budgeting processes
- Develop appropriate operational risk-related controls, treatment plans and processes to manage risks.
- Ensure internal review, monitoring and compliance exist
- Ensure systems and processes exist to identify and assess risk

Line Managers / Supervisors — Risk Ownership & Management

- Embed the Risk Culture
- Identify, assess, review and manage operational risk
- Ensure control framework is effective and continuously improved

Risk Management — Challenge & Reporting

- Develop risk management process, tools and systems
- Challenge the business's risk management practices
- Develop Independent risk reporting
- Risk awareness and support for risk identification, assessment and management processes

Pyramid (right side):

- Oversight
- People / Process / Technology
- Endorse & Champion Risk Framework
- 2. Establish the context: Consider environment and Risk Appetite
- 3. Identify risk: Strategic, Operational and Project
- 4. Analyse risk: Causes & Impacts
- 5. Evaluate risk: Risk Rating
- 6. Treat risk: Controls, Actions, Mitigations
- 1. Communicate & Consult: Training; Risk Sessions; Reports
- 7. Monitoring & Review: Reports; Management & Project Meetings; Risk Sessions
- Risk Process

Pyramid (Risk Process)

- Oversight
- People / Process / Technology
- Endorse & Champion Common Risk Structure
- 2. Establish the context: Consider environment and Risk Appetite
- 3. Identify risk: Strategic, Operational and Project
- 4. Analyse risk: Causes & Impacts
- 5. Evaluate risk: Risk Rating
- 6. Treat risk: Controls, Actions, Mitigations
- 1. Communicate & Consult: Training; Risk Sessions; Reports
- 7. Monitoring & Review: Reports; Management & Project Meetings; Risk Sessions

Risk Process

Matrix

Level	Risk Framework	Risk Management	Risk Culture	Risk Reporting	(Right band)
Board	Governance structure – 3 Lines; Set Risk Appetite and tolerances; Ensure common categories of risk; Set accountability for risk management; Ensure common risk framework	Integrate risk into decision making	Regular Discussion on Risk at Board and sub-committees; Discussion of risk during planning	Review Risk Reports; Discuss emerging risks	Risk Governance
CML Audit Committee	Discuss and review the Risk Appetite; Risk Management Strategy endorsed; Common and consistent risk structure	Annual review of Corporate risk profile; Quarterly review of Material Risks	Promote proactive Risk Management; Ongoing challenge of Risk framework; Ongoing challenge of Risk practices	Review Risk Reports; Ongoing monitoring of risk tolerances; Discuss emerging risks	Risk Governance
ERCC and BOT	Engagement with Risk Management; Approve the Risk Matrix; Quarterly Risk and compliance meeting (ERCC)	Review operational risk profiles; Annual review of Corporate risk profile; Ongoing KRI monitoring; CURA access	Risk is considered in all new initiatives; Promote proactive Risk Management; Clear accountability for risk management	Material Risks identified for all key programs & services; Risk integrated with strategy setting; Discuss emerging risks	Risk Ownership & Management
Line Managers / Supervisors	Common risk structure; Engagement with Risk Management	Updated risk profiles; Discuss Risk Profiles with Division Heads; CURA access	Promote proactive Risk Management	Provide operational data for KRI reporting	Risk Ownership & Management
Risk Management	Risk Governance: Policy; Framework; Risk Tools are relevant (incl. Risk Matrix); External review of Risk program	Support Operational Risk Profiles Reviews; Maintain Risk Registers; Review Material Risks quarterly; Roll out CURA	Adequate resources to support risk function; Align with other frameworks (fraud, WHS, AML, etc.); Training program	Provide Risk reports to ERCC and Board committees; Develop ongoing KRI reporting; Identify and report on Emerging risks	Challenge & Reporting

Stakeholder Engagement