



### Crown Position Description

<b>Position Number</b>	TBA	<b>Department</b>	<i>Risk</i>
<b>Position Title</b>	<i>Chief Risk Officer</i>	<b>Location</b>	<i>Group</i>
<b>Reports To (role)</b>	<i>Chief Executive Officer (Crown Resorts)</i>	<b>Last Modified</b>	<i>1 January 2021</i>
<b>Number of Direct Reports</b>	6	<b>Number of Indirect Reports</b>	2
<b>Licences Required</b>	<i>VIC, WA, NSW</i>	<b>Role Breadth</b>	<i>Organisation wide</i>

#### Position Purpose

Reporting to the Chief Executive Officer (**CEO**) and independently to the Crown Resorts Board via the Risk Management Committee, the Chief Risk Officer (**CRO**) is responsible for the development, implementation and maintenance of the risk management strategy and frameworks, the Resilience and Business Continuity strategy and framework and the coordination the corporate insurance portfolio for the Crown Group.

The CRO is responsible for providing advice and challenge across the Executive team(s), and for providing second line assurance and independent reporting to the Board on the Risk management strategy and the effectiveness of the strategy and implementation of the risk framework across the Group, as well as emerging matters.

The CRO will attend the Crown Resorts Risk Management Committee, The Crown Melbourne Audit Committee, and the three property Boards; they will chair Crown College International Higher Education's (CCIHE) Risk and Governance Board Committee and they will co-chair the Executive Risk and Compliance Committee for each property and the Fraud Management committee and be a key member to governance committees such as the Group POI Committee, the AML Committee and the Compliance Committees.

The breadth of the role includes Crown Resorts, all Australian properties and other subsidiaries (Aspinalls, Belfair, DGN).

#### Key Result Areas

<b>Key Position Accountabilities</b>	<b>% of Role</b>	<b>Key Activities and Tasks</b>	<b>Outputs Measures</b>
<i>Risk Management and Business resilience (BCP)</i>	50%	<ul style="list-style-type: none"> <li>Develop Crown's risk management strategy</li> <li>Provide challenge and advice to the board, the Executive teams and management in developing and maintaining a strong control environment and with regards to all risk related matters.</li> <li>Identify and escalate emerging risk trends through to the Board.</li> <li>Design and implement a risk management framework which captures the Board's risk appetite and ensures alignment and consistency across Crown's assets.</li> <li>All policy and framework elements must aim to be consistent with applicable International/Australian standards.</li> <li>Design and implement a framework that ensures that material risks are identified and</li> </ul>	<ul style="list-style-type: none"> <li>A Group-wide risk management framework and strategy is designed, implemented and maintained.</li> <li>Board and executive papers are prepared in a timely manner and provide their target audience with relevant information.</li> <li>Current and accurate corporate risk profiles are in place for each Australian property and the Crown Resorts group.</li> <li>Annual reviews of the corporate risk profiles are conducted and reported to the Board</li> <li>Evidence of strategic business partnerships that ensure an effective control environment.</li> <li>Pro-active future risk identification.</li> </ul>

Chief Risk Officer (CRO) Position Description  
Created on 21/01/2021

		<p>managed, and that corporate and business risk profiles are consistently developed and maintained across the Group.</p> <ul style="list-style-type: none"> <li>Analyse and report on all relevant aspects of the risk management framework and risk management across the organisation to the Boards and the Executive teams</li> <li>Continuously review the operation of, and make appropriate updates to, Crown's Business Continuity Management framework</li> <li>Prepare and present relevant Board and executive papers for Boards, Board sub-committees and other meetings.</li> </ul>	<ul style="list-style-type: none"> <li>Timely and accurate reporting to the Executive management and the Board</li> <li>Evidence of ongoing and continual risk framework enhancements.</li> <li>Crown's Business Continuity Management framework is embedded and maintained</li> </ul>
<i>Special Projects</i>	15%	<ul style="list-style-type: none"> <li>Manage special assignments or investigations as requested by the CEO and the Boards of directors.</li> <li>Provide advice and input into the Company's Group Policies and processes, to ensure they are appropriate and adequate.</li> <li>Work effectively with areas of the Group which are responsible for complementary integrity and risk related activities and frameworks</li> <li>Ensuring efficient use of resources across the Group.</li> </ul>	<ul style="list-style-type: none"> <li>Active participation in projects, ensuring project risks and any impact on integrity or control frameworks are effectively managed.</li> <li>Input to broader Company policy development and implementation.</li> <li>Business partnership and contribution to complementary integrity and risk related frameworks.</li> <li>Manage and deliver outcomes into special assignments and investigations.</li> </ul>
<i>Fraud Management Program</i>	10%	<ul style="list-style-type: none"> <li>Develop Crown's fraud risk management strategy</li> <li>Develop the governance framework for the management of fraud risk across the Australian properties, including reporting and escalation mechanisms</li> <li>Ensure an appropriate fraud risk management framework is in place for each Crown asset</li> </ul>	<ul style="list-style-type: none"> <li>Current and accurate fraud risk profiles are in place for each applicable department across all Australian properties.</li> <li>Relevant reporting is provided along the governance reporting mechanisms</li> </ul>
<i>Corporate Insurance Program</i>	10%	<ul style="list-style-type: none"> <li>Frame, negotiate, develop and advise on the corporate insurance framework and strategy.</li> <li>Manage the relationship with the corporate insurance broker including service plan, broker performance and broker remuneration.</li> <li>Manage the annual insurance program and placement of the corporate insurance program.</li> <li>Ensure ongoing appropriateness and effectiveness of the insurance program</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of an effective and appropriate corporate insurance program.</li> <li>Maintenance of insurance premium costs and broker fees.</li> <li>Effective and timely management of corporate insurance claims.</li> </ul>
<i>People Management Training and Coaching</i>	10%	<ul style="list-style-type: none"> <li>Coach and mentor direct and indirect reports in respect of Risk Management, fraud and corporate insurance knowledge.</li> <li>Ensure individual and risk team relevant organisational, industry and greater economic context knowledge to ensure relevance of advice and soundness of recommendations to the Executives and other stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Deliver external / internal training courses and presentations</li> <li>Liaise with the Executive, department management and staff for advice, challenge and awareness.</li> <li>Deliver presentations / training and information to direct and indirect reports and internal stakeholders to support development.</li> <li>Timeliness and accuracy of guidance to direct and indirect reports.</li> </ul>

Chief Risk Officer (CRO) Position Description  
Created on 21/01/2021

<i>Health and Safety</i>	5%	<ul style="list-style-type: none"> <li>• Provide and maintain a work environment for all employees, contractors and visitors that is safe and without risk to health.</li> <li>• Lead by example and support a positive health and safety culture at Crown.</li> <li>• Ensure adequate budget and resources are available for health &amp; safety purposes.</li> <li>• Ensure all audit outcomes are reviewed and any non-conformances and improvement opportunities are actioned.</li> <li>• Include safety performance as part of employee performance appraisals.</li> <li>• Monitor Departmental Business Unit Health &amp; Safety Plan.</li> <li>• Make arrangements to ensure appropriate monitoring is conducted that unsafe actions and unsafe conditions are identified.</li> <li>• Monitor and analyse business unit Health and Safety.</li> </ul>	<ul style="list-style-type: none"> <li>• Business planning reflecting H&amp;S considerations.</li> <li>• Maintenance of a safe work environment.</li> <li>• Safety Audit results.</li> </ul>
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#### Qualifications and Experience

<i>Qualifications</i>	Relevant degree qualified, preferably with a relevant higher degree (business major)
<i>Experience</i>	Extensive experience in a similar role at a senior level at an ASX listed or large company

#### Skills and Knowledge

Skill or Knowledge Area	Proficiency Required	Why is this required
<i>Technical Knowledge</i>	Advanced	This role is a key technical resource and subject matter expert that provides advice, strategy and guidance to CEO, Boards and Executive Management on Risk Management, Internal Audit and corporate insurance program.
<i>Negotiation and Influence</i>	Advanced	In providing advice to the CEO, Executive and department management the incumbent will at times be required to negotiate and influence the above to recognise a particular situation or access knowledge.
<i>Communication</i>	Advanced	The role requires multiple level reporting to Board, Executive and department management. Accordingly, strong written and verbal communication and influencing skills are required.
<i>Analysis</i>	Advanced	Analysis of key functions and processes is regularly required for the utilisation of technical knowledge, and determination of appropriate action.
<i>Project Management</i>	Advanced	This role will manage projects or may contribute to larger projects that will require an understanding of how projects are organised and function.  Experience in the implementation and use of technology in risk management is preferred.
<i>Microsoft Office</i>	Intermediate	This role will often be creating documents and presentations in Microsoft Office.
<i>Coaching</i>	Advanced	This role requires coaching of direct and indirect reports in technical knowledge and techniques, as required.

Chief Risk Officer (CRO) Position Description  
Created on 21/01/2021

**Key Relationships/Interactions**

Role	Internal/External	Frequency	Purpose/Nature of Contact
<i>Board</i>	Internal	Monthly and as required	Attend all relevant Board and Board sub-committee meetings to present the strategy, report, advise and challenge on Risk Management and related activities. Present the strategy and report on the status of the Group's insurance program.  Respond to Board member enquiries and provide support and advice as appropriate.
<i>CEO (s)</i>	Internal	Daily as required	To provide advice and strategic input into all areas of the business.  To provide advice and challenge, as well as influence strategic and operational decisions made across the group.
<i>Executive and Department Management</i>	Internal	Daily as required	To provide strategy, advice, recommendations and direction in respect of Risk Management, fraud and the corporate insurance program including identification and assessment of company-wide critical risk exposures, fraud risk exposures, control framework and scope and nature of insurance cover.
<i>External Regulator</i>	External	Quarterly and as required	To represent Crown in relevant forums with regards to Crown's risk management strategy and framework, including regulatory and oversight settings (e.g. ILGA Inquiry or VCGLR meetings).
<i>External Advisors</i>	External	As Required	To discuss Risk Management, fraud and/or corporate insurance program activities and issues with external stakeholders.  To engage external advisors of strategic projects and pieces of work.

**Decision Making and Advice**

<i>Decisions this role makes alone</i>	<ul style="list-style-type: none"> <li>• Setting the risk management strategy</li> <li>• Board and Executive reporting content</li> <li>• Developing and implementing relevant risk related frameworks and ensuring the maturity and continuous improvement of Crown's overall risk and control processes</li> <li>• Content of advice on day to day to long term issues to Board, CEO, Executives and management.</li> <li>• Coaching and training of team and all staff.</li> <li>• Prioritisation of tasks, direction and outputs of risk team and where applicable indirect reports.</li> <li>• Risk budget across the group</li> <li>• Recruitment decisions</li> </ul>
<i>Decisions this role makes under guidance</i>	<ul style="list-style-type: none"> <li>• Formulation of the Risk Appetite will require input from the Crown Resorts Risk Management Committee and the Board.</li> </ul>

Chief Risk Officer (CRO) Position Description  
Created on 21/01/2021

	<ul style="list-style-type: none"> <li>Setting the budget for the risk management function requires input from the Crown Resorts CFO and CEO</li> </ul>
<i>Advice/Recommendations this role provides</i>	<ul style="list-style-type: none"> <li>Advice and challenge to the Board, CEO and the broader business on Risk Management, controls and fraud related issues and the corporate insurance program.</li> <li>General challenge, recommendations and advice across the whole business on any business matter that would generate a potential risk to the business</li> </ul>
<i>Decisions this role escalates</i>	<ul style="list-style-type: none"> <li>Issues requiring specialist or Executive management input.</li> <li>Changes to Risk Management, fraud and corporate insurance program strategies.</li> <li>Content and format of Board and Executive management reports.</li> </ul>

#### Financial Impact and Accountability

<i>Direct Financial Accountability</i>	<ul style="list-style-type: none"> <li>Maintain costs within budget allocation.</li> </ul>
<i>Indirect Financial Influence</i>	<ul style="list-style-type: none"> <li>Identify and report company direct / indirect cost savings, financial loss and / or inefficiencies, revenue opportunities.</li> </ul>

#### Other Information

Key to this role is technical knowledge, communication, negotiation and influencing skills and the ability to partner effectively whilst maintaining independence of the risk function.

#### Organisational Chart

