

Royal Commission into the Casino Operator and Licence**STATEMENT OF SONJA BAUER**

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Occupation: Group General Manager Responsible Gaming
Date: 5 May 2021

1. I make this statement in response to the Royal Commission's Request for Statement with reference RFS-Crown-011.
2. This Statement has been prepared on the basis of my own knowledge, material that I have read and enquiries I have made with various employees of the Crown Resorts Limited Group.
3. I hold the position of Group General Manager Responsible Gaming at Crown Melbourne Limited (**Crown**). This position operates across all Crown's Australian Resorts. The Responsible Gaming departments at Crown Resorts Limited's Australian Resorts report to me via the General Managers Responsible Gaming at each Australian Resort. My other direct reports include three Responsible Gaming Psychologists, and a contracted Chaplaincy Support Service, who work at Crown.
4. I obtained a Bachelor of Arts from the University of Melbourne in 1991. Since then, I have held a number of positions and have obtained various experience within the gaming industry and attendant disciplines, including:
 - (a) between 1992 -1993, I was the Gaming Manager of a gaming machines venue, The Grand Hotel, in Frankston;
 - (b) between 1993 – 1994, I was employed at Tabcorp as a Gaming Training and Venue Set-up Officer and subsequently as a Gaming Training and Venue Set-up Co-ordinator;
 - (c) On 6 June 1994, I commenced employment at Crown as a Gaming Machines Supervisor;
 - (d) in 2006 I obtained a Certificate III in Security Operations;

- (e) in 2016 I completed the Leadership Victoria 'Williamson Community Leadership Program';
- (f) From 2018, I have been a member of the Australasian Gaming Council's Responsible Gaming Executive;
- (g) I was a member of the Responsible Gambling Ministerial Advisory Council (Vic) (**RGMAC**) from 19 October 2017 to 19 March 2019;
- (h) I have been a member of various RGMAC Working Groups from 2010 to 2020;
- (i) I am a current member of various Victorian Responsible Gambling Foundation Industry groups and committees; and
- (j) I am a member of the National Association for Gambling Studies Australia.

Employment History

5. I commenced working at Crown on 6 June 1994. Since then, I have held a number of positions, including:
 - (a) from 1994, Gaming Machines Supervisor;
 - (b) from 1995, Gaming Machines Shift/Operations Manager;
 - (c) from 2002, Senior Gaming Machines Operations Manager. During my time as Senior Gaming Machines Operations Manager, I was involved in the implementation of the voluntary Play Safe Limits Program for Crown Loyalty Scheme members. This is a time and spend limit setting program, also known as 'pre-commitment';
 - (d) from June 2008, General Manager Community Affairs. Two restructures were effected in 2009 and 2011 and my role was re-named General Manager Responsible Gaming & Community Affairs and then General Manager Responsible Gaming; and
 - (e) from 1 April 2017, I was appointed to the role of Group General Manager Responsible Gaming. This role encompasses oversight of the Responsible Gaming departments at Crown, Crown Perth and Crown Sydney.
1. **Identify any committees whether of the Board or otherwise that perform any function or hold any responsibility for the performance of tasks in relation to the responsible service of gambling at Crown Melbourne (Crown Melbourne Committee)?**
6. The following committees perform functions or hold responsibility for the performance of tasks in relation to responsible gaming at Crown:

- (a) The Crown Melbourne Responsible Gaming Management Committee
 - (b) The Crown Melbourne Self Exclusion Revocation Committee
7. There is also a regular meeting that occurs:
- (a) The VIP meeting/Operational management meeting

2. In respect of each Crown Melbourne Committee:

(a) identify those functions;

The Crown Melbourne Responsible Gaming Management Committee

- 8. The primary function of the RGMC is to monitor and review gaming, responsible gaming and associated activities to ensure that Crown provides a safe and responsible gaming environment that supports and drives harm minimisation.
- 9. The RGMC has been in place since 2009, established with the introduction of the requirement of a Responsible Gambling Code of Conduct (**Code**) at Crown.
- 10. The RGMC functions include the consideration and feedback on the Code and Responsible Gaming Centre (**RGC**) activities, including statistics, data and any associated trends; activities relating to the implementation and ongoing monitoring of program and service innovations or changes to practices; an update on the activities of external stakeholders such as the Victorian Responsible Gambling Foundation (**VRGF**) and Crown's involvement, the RGMAC and any working groups; responsible gaming employee and customer marketing campaigns; Gambling Harm Awareness Week (**GHAW**) activities; an Environmental Scan (where selected articles and activities of interest relating to the Australasian and International responsible gaming landscape are provided in precis form) and Australasian Gaming Council (**AGC**) Research Summaries are provided and discussed as they may relate to Crown.
- 11. My involvement in this Committee currently includes the assistance in the preparation of papers for the meeting and the attendance at those meetings.

The Crown Melbourne Self Exclusion Revocation Committee

- 12. Crown employs an extensive process for the consideration of persons who wish to revoke their self exclusion from Crown. This Committee receives applications from persons who are self excluded from Crown and wish to revoke that self exclusion. The objective of the Committee is to consider and review these applications and ensure the applicant has met the process requirements, including a meeting and discussion with a Responsible Gaming

Advisor (**RG**A), and that their application for revocation is supported by a report, generally written by Gambler's Help (Gambler's Help is a free and confidential problem gambling service system that provides, amongst other things, counselling services and can provide reports on persons wishing to revoke their self exclusion at Crown, and is funded by the VRGF) , but also may be reports from other health professionals.

13. Prior to the Crown closure due to the COVID-19 pandemic, my role was to attend the meeting and contribute by way of deliberations in relation to the return of a person to Crown from their self exclusion, based on external reports provided by Gambler's Help and other health care professionals, and other information held or gathered by Crown. During the closure of Crown due to the COVID-19 pandemic, I was receiving reports from Gambler's Help regarding those persons wishing to revoke their self exclusion, for the consideration by the Committee on the re-opening of Crown. The Committee structure was reviewed upon the re-opening of Crown in November 2020, resulting in an updated membership and structure. As such, I am no longer a member of the Committee for ordinary deliberations, I am, however, a member of the escalation Committee, should the Committee be unable to reach an agreement or further input is required.

The VIP/Operational management meeting

14. This meeting was previously separated into two meetings, the VIP meeting and the Operational Management meeting. In January 2021, this meeting was combined so as to provide a broader information base for gaming managers working in the premium, or VIP areas, as well as those working on the main gaming floor. This meeting updates gaming managers on matters relating to responsible gaming initiatives, as well as to discuss customers who have come to notice in relation to potential problem gaming behaviours.
15. I currently do not participate in this meeting, however, I have participated from time to time over the past five years when they were the VIP meeting and the Operational Management meeting.

(b) identify the current members;

16. With respect to the Crown Melbourne Responsible Gaming Management Committee and Crown Melbourne Self Exclusion Revocation Committee I refer to the table at Annexure 1 to this Statement.

17. The VIP/ Operational management meeting
- (a) Luke Overman, General Manager Responsible Gaming
 - (b) Kate Earl, Responsible Gaming Psychologist
 - (c) Susan McNulty, Responsible Gaming Psychologist
 - (d) Responsible Gaming Advisors (the attendance is dependent on who of the team is rostered when the meeting occurs)
 - (e) Jenny Tchiang, Responsible Gaming Office Coordinator (minutes)
 - (f) Ross Tomarchio, Mahogany Room Manager
 - (g) Indran Subramanian, International Business Operations Manager
 - (h) Casino Manager, Table Games - Mahogany Room
 - (i) Casino Manager, Table Games - Main Gaming Floor (the attendance is dependent on who of the team is rostered when the meeting occurs)
 - (j) Senior Operations & Service Manager - Gaming Machines (the attendance is dependent on who of the team is rostered when the meeting occurs)

(c) state when each current member was appointed;

18. With respect to the Crown Melbourne Responsible Gaming Management Committee and Crown Melbourne Self Exclusion Revocation Committee I refer to the table at Annexure 1 to this Statement.
19. The VIP/Operational meeting is a meeting whose chief participants are operational gaming managers who work rotational shifts. This means that the attendees vary as to who is rostered on shift at the time.

(d) describe the qualifications of each current member.

20. With respect to the Crown Melbourne Responsible Gaming Management Committee and Crown Melbourne Self Exclusion Revocation Committee I refer to the table at Annexure 1 to this Statement.
21. I have not extrapolated the qualifications of the VIP/Operational management meeting attendees due to this varying nature, I note, however, that all members of the VIP/Operational management meeting have participated in the Responsible Service of Gaming training.

3. In respect of each Crown Melbourne Committee:

- (a) identify the members (other than current members) in the last five years, and the period(s) for which they were members of a committee;**

22. With respect to the Crown Melbourne Responsible Gaming Management Committee and Crown Melbourne Self Exclusion Revocation Committee I refer to the table at Annexure 2 to this Statement.

(b) describe the qualifications of those members.

23. Please refer to the Table in 3 (a).
4. **In respect of each Crown Melbourne Committee, identify the officers and staff members who have reported to or undertook work relevant to the committees' functions or responsibilities over the last five years.**

RGMC

24. As provided in my answer to Q. 2 i), the primary function of the RGMC is to monitor and review gaming, responsible gaming and associated activities to ensure that Crown provides a safe and responsible gaming environment that supports and drives harm minimisation. As such, the RGMC meetings pivoted predominantly to the provision and exchange of information.
25. The roles of Committee members for the most part of the preceding five years were General Manager and above, with the most senior level being Chief Operating Officer and Chief Legal Officer. If a member could not attend, for the most part, a delegate attended.
26. Until late last year, I was responsible for the RGMC papers and reporting, and any follow up and work related to the Committee was completed or distributed by me.

Self Exclusion Revocation Committee

27. As provided in my answer at Q. 2 a) ii., the objective of the Committee is to consider and review applications for the revocation of self exclusion and ensure the applicant has met the process requirements. The roles of the Committee members is to assess the applications, and based on the information provided, either approve or deny the application for revocation.
28. The Committee's primary function, inclusive of the recent update, has not changed and the process of Committee decision and attendant outcome processes – whether the revocation is approved or declined, remains the same. This process is described in CRW.512.049.0265.
5. **Provide the same information as sought in paragraphs 1 to 4 in relation to those committees of Crown Resorts that perform any function or hold any responsibility for the performance of tasks in relation to the responsible service of gambling.**
29. The Charter of the Crown Resorts Limited Responsible Gaming Committee describes the

duties, responsibilities and powers the Committee as follows:

- (a) The Committee will:
- (i) monitor and review the operation and effectiveness of responsible gaming programs at each of the Company's wholly owned businesses;
 - (ii) recommend policies and procedures and consider recommendations from management which may enhance the effectiveness of responsible gaming programs at each of the Company's wholly owned businesses;
 - (iii) promote and support continuous improvement in the responsible gaming performance of the Company's wholly owned businesses; and
 - (iv) encourage and promote awareness of responsible gaming and related welfare issues at the Company and its wholly owned businesses.

30. I attach the Charter in CRW.512.049.0271.

31. I provide the table in Annexure 3 in relation to this question:

9. How many people visited the Casino (means Crown Melbourne Casino) in each of the last five calendar years?

32. I provide the following information in relation to how many people have visited the casino in the last five calendar years. The calendar year 2020 takes into account the closure of the casino from March 2020 to November 2020 due to the COVID-19 pandemic.

- (a) 2020 – 5,254,023
- (b) 2019 – 22,370,191
- (c) 2018 – 22,423,086
- (d) 2017 – 23,151,215
- (e) 2016 – 23,478,494

10. How does Crown Melbourne define problem gambling? To the extent it differs from the current definition, how has Crown Melbourne defined problem gambling over the last five years?

33. In the past five years, the following definitions have been in operation at Crown:

To March 2020:

34. Problem gambling is characterised by difficulties in limiting money and/or time spent on gambling, which leads to adverse consequences for the gambler, others or for the community. (Gambling Research Australia - Problem Gambling and Harm: Towards A

National Definition (2005). South Australian Centre for Economic Studies jointly with the Department of Psychology, University of Adelaide). Over time, the nomenclature has changed from a strict focus on the terminology of problem gambling to encompass a wider definition of harm from gambling, which is addressed in Crown's updated definition following. This definition was arrived at chiefly through discussions between Crown, the Victorian Commission for Liquor and Gambling Regulation (**VCGLR**) and the VRGF when the Responsible Service of Gaming training was updated in early 2020.

From April 2020:

35. Harm from gambling isn't just about losing money. Gambling can affect self esteem, relationships, physical and mental health, work performance and social life. It can harm not only the person who gambles, but also family, friends, work places and communities. (Gambler's Help Website 2019)
36. These descriptions of problem gambling have been adopted by Crown as they have been developed by external organisations of repute, with the experience and to distill the complex nature of defining problem gambling.
37. These definitions have provided guidance when used in training of employees, and when contextualising the potential outcomes for persons who experience problem gambling behaviours and gambling harm, not just for themselves, but for those who are close to them and within the community.

Responsible Gambling Code of Conduct

38. Crown operates a Code, and below I excerpt Crown's recognition that for some of our customers, gambling may cause them difficulties.
39. Crown Melbourne Limited (Crown) is the operator of the Crown Melbourne Integrated Resort including the Casino at the Complex and Crown is the appointed Victorian Casino Licence holder. The Complex is one of the world's largest and most diverse integrated resorts and entertainment destinations. Crown is renowned for excellence in all aspects of its services and facilities. Our commitment to providing gaming services for our customers in a responsible manner is no exception. This Responsible Gambling Code of Conduct (Code) is an important reflection of that commitment. 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 gaming responsibly and this may cause them personal and financial difficulties, and potentially their family, friends and the wider community may also be impacted. While the decision to gamble lies with the individual and represents a choice based on an individual's circumstances, we recognise that to make that choice responsibly, our customers need to be informed about our gaming products and information regarding the services and support available to them should they need or seek help with their gaming behaviours. (Crown Responsible Gambling Code of Conduct; Version 5 – July 2016 to October 2018 and Version 6 – July 2019 to current)

11. How many people have been identified as having a gambling problem in each of the last five calendar years? In addressing this topic, please make clear the number of persons who voluntarily identify themselves as having a gambling problem.

40. The recording mechanism for interactions with customers and other parties in relation to responsible gaming is the Responsible Gaming Register (**Register**). The Register is an electronic database used by Responsible Gaming personnel to log activities pertaining to the service of responsible gaming at Crown.
41. The electronic database used for the Register is the Surveillance Event Entry Register (**SEER**). SEER is also used by other departments within Crown as an event logging database and a repository for intelligence about persons (patrons and employees).
42. Crown takes a broad approach to which behaviours may be indicative of potential problem gaming behaviours and wellbeing in general. In particular, for all employees, the application of 'Observable Signs' is an important tool that is promulgated in Responsible Gaming training, as well as in the Code and on pocket sized cards that are distributed to all new employees and available in back of house areas.
43. Crown currently employs the following definition of Observable Signs (taken from the Code):
44. Observable Signs are seen or reported behaviours or patterns of behaviours which are potential indicators that a person may be experiencing problems with their gaming behaviours. These are seen or reported in context and usually more than one is displayed to indicate potential problems with gaming. Observable signs are included in Crown's Responsible Service of Gaming training and may include, but are not limited to¹:

¹ These signs are adapted from 'Validation study on in-venue problem gambler indicators', Thomas, A., Delfabbro, P. and Armstrong, A. (2014), Gambling Research Australia; 'Identifying Problem

- (a) Self-disclosure of a problem with gaming or request to self exclude
 - (b) Requests for assistance from family and/or friends concerned about an individual's gaming behaviour
 - (c) Children left unattended whilst parent/guardian gambles
 - (d) Gets angry while gaming or shows signs of distress during or after gaming
 - (e) Often gambles for long periods without a break
 - (f) Witnessed or heard that a customer was trying to borrow money for gaming
 - (g) Significant decline in personal grooming or appearance
 - (h) Observed conflict over gaming between family members or friends
 - (i) Unrealistic remarks about gaming
 - (j) Complains to staff about losing or blames the casino or gaming product for losing
 - (k) Secretive or embarrassed about being at the casino or stays on to gamble when friends leave the venue
 - (l) Gambles without reacting to what is going on around him/her and avoids contact or conversation with others
 - (m) Frequent visits to the ATM
45. Persons displaying these types of behaviours will be referred to RGAs or management for referral to the RGA.
46. Responsible gaming department employees record interactions they have with customers whether by phone, email, observation and conversation, as well as those reported by other Crown employees and third parties. Also recorded are administrative records such as change of address. These records assist in the identification of interactions that are of an isolated or infrequent nature, or whether there is a trend or more frequent observations that may indicate potential problem gaming behaviours.
47. I note that 'Welfare' is recorded as a significant record throughout the years. Welfare has over time been used interchangeably with Observable Signs, and includes follow up with customers via interaction or observation on the report of Observable Signs, or other behaviours that may also indicate a problem with gaming behaviours.

Gamblers in Gambling Venues', Delfabbro et al, 2007 and 'Current Issues related to identifying the problem gambler in the gambling venue' various authors, Australian Gaming Council, 2002.

48. In reviewing the Register, the listed records following provide an overview of the behaviours that are recorded that may be indicative of problem gaming behaviours. I append in Annexure 4 a table which explains the meaning of each Nature of Service type.
49. I note that the following indicators would be best categorised as problem gaming behaviours. These have been separated into three areas, where the white rows represent information received from third parties who may be concerned about behaviours of a person or have an enquiry in relation to self exclusion; the yellow rows represent a self, or voluntary identification; and the blue rows represent Crown's identification of potential problem gaming behaviours. I note that where 'Welfare' or 'Observable Signs' are recorded, a wider view is taken and behaviours that may be indicative of problem gaming behaviours are also recorded. These behaviours are not necessarily indicative of problem gaming behaviours, however, may provide the opportunity for early intervention and monitoring.

Calendar year 2016

50. I note that where Observable Signs and Welfare are recorded in this period interchangeably.

Nature of Service 2016	Count
3rd Party Assistance / Inquiry	23
3rd Party SE Inquiry	19
Counselling Information	14
Exclusion Recommendation to SIMU	13
Observable Signs	96
Seeking Financial Assistance / Advice	7
Seeking other Assistance	208
Self Exclusion	336
Self Exclusion Information	282
Self Harm	33
Welfare	413
WOL recommendation to SIMU	27
Voluntarily Identified	846
Identified by Crown	582
Identified by 3rd party	42
Total	1470

Calendar year 2017

51. I note that where Observable Signs and Welfare are recorded in this period, they were recorded interchangeably. I also note that for the latter part of this period (as recorded in

Annexure 4), Observable Signs and Welfare were combined. I also note the addition of Time Out in this year.

Nature of Service 2017	Count
3rd Party Assistance / Inquiry	12
3rd Party SE Inquiry	22
Counselling Information	20
Exclusion Recommendation to SIMU	8
Observable Signs	187
Seeking Financial Assistance / Advice	11
Seeking other Assistance	223
Self Exclusion	383
Self Exclusion Information	291
Self Harm	34
Time Out	33
Welfare	324
Welfare/Observable Signs	34
WOL recommendation to SIMU	25
Voluntarily Identified	957
Identified by Crown	612
Identified by 3rd party	34
Total	1603

Calendar year 2018

52. I note that for this period Observable Signs and Welfare were combined until the latter part of the year, when they were again separated.
53. I also note that in 2018, Crown increased the number of RGAs from seven to 12 over several months).

Nature of Service 2018	Count
3rd Party Assistance / Inquiry	50
3rd Party SE Inquiry	17
Counselling Information	13
Observable Signs	193
Seeking Financial Assistance / Advice	15
Seeking other Assistance	241
Self Exclusion	401
Self Exclusion Information	310
Self Harm	32

Time Out	37
Welfare	233
Welfare/Observable Signs	533
WOL recommendation to SIMU	55
Voluntarily Identified	1012
Identified by Crown	1046
Identified by 3rd party	67
Total	2125

Calendar year 2019

54. I note that the addition of the TPE (Third Party Exclusion) Application in this year.

Nature of Service 2019	Count
3rd Party Assistance / Inquiry	163
3rd Party SE Inquiry	35
Counselling Information	20
Observable Signs	628
RG WOL	123
Seeking Financial Assistance / Advice	4
Seeking other Assistance	513
Self Exclusion	775
Self Exclusion Information	351
Self Harm	36
Time Out	63
TPE Application	5
Welfare	588
WOL recommendation to SIMU	39
Voluntarily Identified	1724
Identified by Crown	1444
Identified by 3rd party	198
Total	3366

Calendar year 2020

55. I note that the addition of the TPE (Third Party Exclusion) Information record in this year.
56. I also note the casino closure due to the COVID-19 pandemic from March to November.

Nature of Service 2020	Count
3rd Party Assistance / Inquiry	15
3rd Party SE Inquiry	10
Counselling Information	6

Observable Signs	188
RG WOL	185
Seeking other Assistance	205
Self Exclusion	322
Self Exclusion Information	90
Self Harm	6
Time Out	19
TPE Application	1
TPE Information	33
Welfare	166
Voluntarily Identified	670
Identified by Crown	545
Identified by 3rd party	25
Total	1240

Calendar year 2021

Nature of Service 2021 (to 31 MAR)	Count
3rd Party Assistance / Inquiry	17
3rd Party SE Inquiry	3
Counselling Information	5
Observable Signs	124
RG WOL	51
Seeking other Assistance	131
Self Exclusion	142
Self Exclusion Information	49
Self Harm	8
Time Out	12
TPE Information	10
Welfare	112
Voluntarily Identified	345
Identified by Crown	295
Identified by 3rd party	20
Total	660

12. **By what means does Crown Melbourne currently identify whether its patrons have a gambling problem? To the extent it differs from current practice, by what means were patrons with a gambling problem identified over the last five years?**
57. Identifying problem gaming is a complex issue, and Crown is cognisant of this. Hence, Crown takes a broad view of those behaviours and is responsive to a variety of indicators

that may potentially identify problem gaming.

58. All Crown employees are trained in the Responsible Service of Gaming when they commence working at Crown, with operational staff such as gaming and food and beverage staff, completing refresher training every two years. I refer to CRW.510.052.7366 which describes the employee levels, types and frequency of Responsible Gaming Training that is undertaken at Crown.
59. This training includes 'Observable Signs', which are seen or reported behaviours or patterns of behaviours which are potential indicators that a person may be experiencing problems with their gaming behaviours. Staff are trained that when they observe these behaviours, they are referred to an RGA or to management for referral to an RGA.
60. Additionally, RGAs regularly attend briefings or musters over a two week period to discuss responsible gaming matters for Gaming Machines Customer Service Attendants, Security Services Officers, Table Games Area Managers and VIP Services staff. These typically occur quarterly.
61. Crown currently identifies potential problem gaming behaviours via a number of means, including:
- RGC
62. Crown established a facility, now known as the RGC, in 2002. The RGC is a facility comprising a reception area, private counselling rooms and an office area, and is located close to, but away from the casino gaming floor. It is staffed by RGAs, Responsible Gaming Psychologists (RGPs) and a Chaplaincy Support Service, as well as Administration support. All services and programs are available 24 hours a day, seven days a week (either in person or via telephone). RGAs, who operate from the RGC, are an important first point for any identification of potential problem gaming behaviours.
- RGA
63. RGAs are specially trained staff who are responsible for the implementation and delivery of Responsible Gaming programs and services with the aim of minimising harm for customers and their families. As a subject matter expert, the RGA provides guidance and direction to other Crown staff and works a 24 hour/seven day roster to provide support and assistance to internal and external stakeholders, including Crown customers and their families, staff and

others. The RGA assists in the identification of potential problem gaming behaviours, and is usually the first escalation point for responsible gaming enquires, and problem gaming behaviour assistance. RGAs are present on the casino gaming floor to approach and respond to customers exhibiting problem gaming indicators, and to referrals and enquiries from staff. Interactions may take place discreetly on the casino gaming floor, or the RGA and customer may relocate to the RGC for a more private conversation.

Training

64. All Crown employees participate in training which includes Observable Signs and how to refer/escalate if they observe any Observable Signs to the RGC. I refer to CRW.510.052.7366, which describes in precis form the training undertaken and by whom.

Referral Model

65. A referral process, included in Responsible Service of Gaming training, staff escalate/refer any potential problem gaming behaviours to an RGA, who is specially trained and connected to relevant resources to best assist a customer.

Observation

66. Where a person may be displaying Observable Signs (as described in Q11 above), which are observed by or reported to a RGA, and a customer interaction occurs where appropriate and possible. What I mean by 'where appropriate and possible', is that at times, by the time a RGA attends the location of the customer, the customer may have left that location and is unable to be located. It may also mean that where a customer is with another person, and an attempt at an interaction may compromise the customer's privacy, the interaction may occur at a later stage.

Register

67. As described in Q11, Crown operates a Register, which is an electronic database used by Responsible Gaming personnel to log activities pertaining to the service of responsible gaming at Crown. A Daily Operations Report is generated, and RGC staff review this and identify any further follow up requirements to approach or monitor a customer for potential problem gaming behaviours. Reports can be generated from the Register, which can collate a customer's history and relevant follow up can be instigated.

Play Periods

68. 'Play Periods' is the term employed to describe the policy and process in relation to the period of time a domestic customer is recorded as being in the casino from the first recorded event, and any subsequent action taken in relation to the length of time that customer is in the casino, combined with any 'time on device'. The predominant process measure for Play Periods is the record of Loyalty Program card events, however, employee observation is also utilised.
69. An electronic system is used to capture the times a customer uses their Loyalty Program card, and a series of alerts are generated at pre-determined points.
70. These alerts are directed to RGAs and gaming managers, for the purpose of monitoring the time a customer has been playing and potentially in the casino, and action is taken including alerting the customer of their time in the casino, requesting a customer to take a break or asking the customer to leave.

The Crown Model

71. Crown has developed a predictive data modelling tool, the 'Crown Model'. The tool has been developed using criteria extracted from Crown patron's player behaviours based on their carded play who subsequently self excluded. The Crown Model is designed to assist in identifying potential problematic play in the general loyalty program member population.
72. Local members who have used their Loyalty Program card for gaming in the previous 30 days and identified by the predictive model as appropriate for an interaction by the RG team are provided as a 'Tranche' of 100 members.
73. Upon receipt of the report, a RGA places the member identifiers on a pager that will alert the RGA team when the member next uses their Loyalty Program card in a gaming device.
74. When a RGA receives an alert that a member identified on the report has inserted their member card into a gaming device, they will make every effort to attend that location.
75. If the member is not in a position to be approached in a discreet manner, the RGA will notate and re-attempt an approach at another time.
76. If a member is able to be approached discreetly, the RGA will do so and engage in conversation.

Exclusions

77. By inference, persons who request and are issued with a Self Exclusion are identified as

experiencing problem gaming behaviours.

78. Crown also operates a Third Party Exclusion Program, where a family member, friend or other person, can apply to have Crown review a person's gaming behaviour due to concerns about the effects the person's gaming may be having on themselves and/or others.

Time Out Program

79. Persons who participate in the Time Out Program, where a customer can elect via an Agreement to ban themselves from the casino gaming floor for a three or six month period, may be experiencing potential problem gaming behaviours.

Third Party referrals

80. Family members may alert RGAs by phone, via email or in person as to their concerns with a customer's gaming and RGAs will identify, monitor and interact.

VIP/Operational management meetings

81. The VIP/Operational management meeting is a regular meeting that is held to update gaming managers on matters relating to responsible gaming initiatives, as well as to discuss customers who have come to notice in relation to potential problem gaming behaviours.

Counselling

82. Those customers who are seeking counselling with either the RGP's or the Chaplaincy Support Service, or information about external counselling or other help service providers may be experiencing difficulties with their gaming behaviours.

83. In the last five years, the following advances were employed in relation to identifying customers who may be experience in problems with their gaming behaviours:

- (a) Increase in the number of RGAs from seven to 12 in 2018;
- (b) The trial and subsequent use of the Crown Model;
- (c) Technological advances using Play Periods;
- (d) Review and update as to the positions at Crown participating in refresher Responsible Service of Gaming training and more advanced levels of training;
- (e) The introduction of the Third Party Exclusion Program in 2019; and
- (f) The implementation of three and six month options for the Time Out Program.

13. **Identify the steps taken by Crown Melbourne and Crown Resorts to deal with problem gambling at the Casino. In addressing this topic, deal separately with the steps taken for persons who voluntarily identify themselves as having a**

gambling problem, and those persons who do not identify themselves as having a gambling problem.

84. The Responsible Gaming department at Crown, originally known as the Community Affairs department, has provided services and commitment to customers, employees and Crown since the establishment of the world first RGC (then known as the 'Crown Customer Support Centre', and later the 'Responsible Gaming Support Centre' until 2019) since 2002. The culture of responsible gaming commenced in the opening year of Crown, in 1994, with the establishment of an early version of the Self Exclusion Program, and the establishment of the Crown Assistance Program (the Crown Assistance Program (**CAP**). The CAP was replaced by the functions of the Crown Customer Support Centre in March 2002. CAP was a confidential, professional counselling service available to patrons who may have had problems associated with their gaming behaviours. The service was available 24 hours a day, 7 days a week. Brochures were on display at all entry points to the casino gaming floor.)
85. The earliest Responsible Gaming Training I can trace was in 1997, and Crown was a part of the 'Victorian Gaming Machine Industry Codes of Practice' from 1997 until about 2007.
86. Crown introduced responsible gaming training for gaming staff via an online program from 2003, as well as introducing the 'Play Safe Limits Program', and in 2007, the Chaplaincy Support Service. Since inception in 2006, Crown has been a supporter of Responsible Gambling Awareness Week (later termed 'Gambling Harm Awareness Week' in 2018).
87. Crown has attended almost all National Association for Gambling Studies conferences, and has presented at a number of the conferences, and Crown has participated in panels at various other conferences over the years.
88. A feature of the Responsible Gaming department since inception, Crown's Responsible Gaming Psychologists have contributed to the development and monitoring of the various services and programs, with the input of their clinical expertise and experience at Crown.
89. Crown promotes the availability of the RGC and responsible gaming services and programs. This includes: the availability of responsible gaming brochures at casino entrances, Loyalty Program and VIP desks and at the casino Cage; via electronic means such as at Table Games screens, ATM screens, gaming machine bank end screens and 'Have you had a break?' messaging at gaming machines; information on wayfinding information terminals throughout the casino Complex and in information guides at Crown Hotels; at Voucher

Issuance Kiosks throughout the casino gaming floor; promotion of the Code at Loyalty Program desks in various community languages and stickers with a QR Code leading to the responsible gaming webpage on all gaming machines and electronic table games. Crown's gaming related advertising features the responsible gaming logo and message.

90. The focal point for responsible gaming services and programs is the RGC, a facility comprising a reception area, private counselling rooms and an office area, and is located close to, but away from the casino gaming floor. It is staffed by Responsible Gaming Advisors (**RGAs**), Responsible Gaming Psychologists (**RGPs**) and a Chaplaincy Support Service, as well as Administration support. All services and programs are available 24 hours a day, seven days a week.
91. RGC services and programs include:
 - (a) Making available specially trained staff to assist customers 24 hours a day, seven days a week;
 - (b) Assisting customers with strategies in managing their gaming behaviours;
 - (c) Providing responsible gaming information and assistance in preventing difficulties from arising;
 - (d) Offering support, assistance and referral, which is available 24 hours a day, seven days a week;
 - (e) Facilitating referrals to government funded problem gambling and financial counselling support services, welfare services and providing contact with and information about these bodies;
 - (f) Providing information regarding self exclusion for customers who wish to exclude themselves from the casino gaming floor and managing Crown's Self Exclusion Program;
 - (g) A Third Party Exclusion Program, where a family member, friend or other person, can apply to have Crown review a person's gaming behaviour due to concerns about the effects the person's gaming may be having on themselves and/or others;
 - (h) Assisting with information about Crown's Play Safe Limits program, a time and loss limit setting program available to loyalty club members who play Fully Automated Table Games;

- (i) Assisting with information about the Victorian government's state-wide voluntary individual time and money limit setting scheme, 'YourPlay', available for customers who play gaming machines;
 - (j) Providing the ability to access and provide information in selected community languages and assisting with interpreters;
 - (k) Assisting with Code queries (the Code is available in seven Community languages and English);
 - (l) Offering the services of RGPs with experience in problem gaming 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;
 - (m) Delivering RGC presentations to interested parties including government agencies, Gaming Regulators, Community Agencies, Problem Gambling Support and other Welfare Services and Industry;
 - (n) Providing referral information for Crown employees to the Employee Assistance Program; and
 - (o) Providing a non-denominational Chaplaincy Support Service for customers and employees.
92. All Crown employees are trained in the Responsible Service of Gaming when they commence working at Crown, with operational staff such as gaming and food and beverage staff, completing refresher training every two years.
93. This training includes 'Observable Signs', which are seen or reported behaviours or patterns of behaviours which are potential indicators that a person may be experiencing problems with their gaming behaviours. Staff are trained that when they observe these behaviours, they are referred to an RGA or to management for referral to an RGA.
94. Other ways to identify potential problem gaming behaviours is via the Crown Model (as described in Q.12 above) and Play Periods (as described in Q12 above).
95. The Committees and meetings as described in Q. 2 above assist in the review of how Crown deals with problem gaming behaviours and ongoing monitoring of programs and services.
96. The Crown Resorts Responsible Gaming Committee, has appointed a Responsible Gaming

Advisory Panel (Panel). The Panel is chaired by Emeritus Professor Alexander Blaszczynski, with additional members Professor Lia Nower and Professor Paul Delfabbro.

97. The Panel has reviewed Crown's Responsible Gaming Framework and provided a Report (Report), including recommendations, on how to improve Crown's Responsible Gaming Framework. This Report is in CRW.526.007.7005.

Voluntary identification

98. Persons who voluntarily identify themselves as having gaming problems are offered and provided with the services of the RGC as described above. This includes the Self Exclusion Program, the Time Out Program, counselling via the RGPs or the Chaplaincy Support Service, and referral to external problem gambling assistance programs such as Gambler's Help or any other government funded support services.
99. Those person who voluntarily identify themselves and participate in Self Exclusion and Time Out, are referred to internal and external counselling services, and monitored on their return to gaming. Those persons who participate in counselling services with the RGPs or the Chaplaincy Support service are also referred to external Problem Gambling and other government funded support services as applicable.

Involuntary identification

100. Persons can come to notice for potential problem gaming behaviours via:
- (a) Display of Observable Signs as observed by Crown employees, who are instructed to refer these observations to and RGA, or via management to an RGA. The RGA will then take the necessary steps to observe and interact as appropriate, and entering the information in the Register. A person may be asked to take a break or leave the casino.
 - (b) RGAs, when patrolling the casino gaming floor and observing and interacting with customers, may note Observable Signs and interact with the customer as appropriate. A person may also be asked to take a break or leave the casino.
 - (c) Third parties, who may have a close relationship with a person and are concerned about their gaming behaviours, may contact the RGC via telephone, email or in person to relay those concerns, with an option that they apply for a Third Party Exclusion for that person online or via email/mail.

- (d) The Crown Model and Play Periods are ways to identify potential problem gaming behaviours, and are described in Q. 12 above.
- (e) When a customer comes to notice, a RGA will follow up on the concerns. This can be by observation or interaction, following which appropriate action may be taken such as further observation, interaction and monitoring. When interacting with a customer, an RGA may refer them to internal services and program as provided by the RGC, and external problem gambling assistance programs such as Gambler's Help or any other government funded support services. Crown will in cases where Crown believes the customer is at significant risk of gaming harm to themselves or others, ban that person via a Withdrawal of Licence (I refer to paragraph 178 for an explanation of Withdrawal of Licence).

14. How many staff members are on the gaming floor at the Casino to deal with problem gambling? To the extent the answer differs depending on the day of the week and/or time of the day, provide those details. Provide the same information for each of the last five years.

Responsible Gaming Staff - current

- 101. In relation to specific responsible gaming staff, including RGAs, RGP's and the Chaplaincy Support Service, comprised of one Chaplain (part time), the current Full Time Equivalent (FTE) breakdown is as follows:
 - (a) 12 FTE RGAs
 - (b) 1.5 FTE RGP's (three RGP's headcount)
 - (c) 0.625 FTE Chaplaincy Support Service (contracted at 25 hours per week)
- 102. These staff are supported by a Responsible Gaming Centre Coordinator, a Responsible Gaming Data/Reporting and Innovation Coordinator, a General Manager Responsible Gaming, and me.
- 103. The RGAs are rostered in teams per shift, with an even spread across the week.
- 104. The RGP's are rostered during business hours, however, are on call outside of business hours.
- 105. The Chaplain generally works during business hours, however, is on call outside of business hours.
- 106. Details of the volumes of staff in each of the last five years in CRW.510.048.0173, CRW.510.046.3158 and CRW.510.048.0171.

Responsible Gaming Staff - previous

107. RGAs (previously titled Responsible Gaming Liaison Officers (**RGLOs**) until 1 May 2019).
108. The number of RGLOs that were on the gaming floor at any time of day to deal with problem gaming during the period of 9 April 2016 to 8 April 2018, were one to two RGLOs. The RGLOs were rostered to always have one RGLO on duty at all times, supplemented by a second RGLO between the hours of 10:00am and 10:00pm or 7:00am and 7:00pm. Occasionally, an RGLO would be rostered on for administrative duties during the week and used as an additional resource to attend incidents on the casino gaming floor where required.
109. The hiring of additional RGLOs during the period of 9 April 2018 to 8 April 2019, enabled RGLOs to have a greater presence on the gaming floor. When the first three RGLOs commenced, the RGLOs were divided into four groups, with two RGLOs rostered on duty at any time of day. When the remaining RGLOs commenced, three groups were able to roster three RGLOs on duty for all shifts (except for when an RGLO was on leave).
110. During the period of 9 April 2019 to 8 April 2020, an additional RGA was hired on 10 June 2019 after an RGA resigned, which allowed three RGAs to continue to be rostered on duty at all times, except for when an RGA was on leave. In February 2020, an RGA transferred to another department. As a result, one RGA was rostered on business hours during the weekdays to assist with administrative duties and fill in on night or day shifts where required. On 23 March 2020, the gaming floor of Crown closed due to COVID-19 restrictions on non-essential services with all RGAs being stood down.
111. The period from 9 April 2020 saw Crown mostly closed until the staged re-opening on 12 November 2020. RGAs were rostered to cover the restricted operating hours with three RGAs rostered on duty whilst the gaming floor was open. On 25 November 2020, when 24-hour operating times resumed, three RGAs were rostered on duty in two groups and two RGAs were rostered on duty from the other two groups.
112. Over the last five years, during the period of 9 April 2016 to 8 April 2021, the RGAs were supported by three part-time Responsible Gaming Psychologists and a Chaplain, of whom at least one is available on site during standard business hours on weekdays, and on call at the other times. All staff are trained in Responsible Gaming and provide services for patrons who may be experiencing problems with their gaming, upon request. They were also

available on call at all other times.

113. Over the last five years, during the period of 9 April 2016 to 23 March 2020, the Group General Manager of Responsible Gaming, Responsible Gaming Operations Manager, Responsible Gaming Office Coordinator, all of whom work standard business hours on weekdays, are also trained in responsible gaming program and service delivery. All staff may attend incidents related to responsible gaming on the casino gaming floor and are on call at all other times for serious incidents.
114. Operational gaming floor staff (including but not limited to Tables Games, Gaming Machines, Food and Beverage, Hotel, Security and Hosting staff) are trained in the Responsible Service of Gaming. Managers in these areas also participate in Responsible Gaming Senior Manager (or 'Advanced') training. Staff are trained to identify Observable Signs and to contact an RGA or their manager if they see a patron displaying observable signs or need to refer a patron to the RGC or raise an incident in relation to responsible gaming.
115. Table Games and Gaming Machines staff play an integral role in actively assisting RGAs to monitor the casino gaming floor, identify patrons displaying observable signs, remind patrons about their length of play, refer patrons to the RGC and identify patrons who may be excluded from Crown. Since January 2021, Table Games and Gaming Machines staff are also required to record low level interactions they have with customers on the casino gaming floor to help minimise gaming related harm by encouraging staff to increase patron engagement.
116. I attach in CRW.510.052.7366 a table listing the level of responsible gaming training completed by staff.
- 15. Over the last five years, what objective data has been captured or collected by Crown Melbourne to identify whether the steps taken to minimise problem gambling have been successful or unsuccessful?**
117. Crown has obtained data from various sources (including the Register, surveys and follow up conversations with customers), to gauge whether the programs and services offered by the RGC are successful or require further refinement. The objective data will also identify whether Responsible Service of Gaming training is effective in establishing and increasing awareness in responsible gaming matters. Objective data is captured and/or collected in the following forms by Crown.
- (a) Follow Ups (Self Exclusion, Time Out and Revocation) – the RGAs conduct a Follow

Up conversation after three months of a customer entering into Self Exclusion, Time Out and Self Exclusion Revocation Programs. Where the customer is contactable and amendable to providing information, this information is recorded in the categories on a spreadsheet and reviewed from time to time. The Follow Ups provide an indication as to the success, effectiveness and customer satisfaction of the programs.

- (b) Time Out Program Agreement Evaluation – in response to the VCGLR's requests, Crown produces a quantitative and qualitative analysis on the Time Out Program. The analysis collects data from the Register and Time Out Follow Up spreadsheets. The analysis is used by Crown to measure outcomes of the Time Out Program, which assists in identifying its effectiveness.
- (c) Gambling Harm Awareness Week (**GHAW**) Competition – every year during GHAW, Responsible Gaming encourages employees to participate by holding a competition. To enter, Crown Melbourne employees must answer three to five questions on the topic of responsible gaming. The percentage of correct answers given by employees indicate the level of awareness in relation to the Code.
- (d) Employee Questionnaire – every year, 200 employees are provided the Employee Awareness Feedback questionnaire to complete as part of the Code review. A report is generated using the answers provided, giving insight into employee awareness of the Code and responsible gaming elements.
- (e) Customer Insights – every year, customers are invited to complete the Customer Gambling Awareness Feedback Survey as part of the Code Review. A report is generated using the answers provided giving insight into customer awareness of the Code.
- (f) Dashboards (Self Exclusion Breaches, Play Periods and Harm Minimisation) – At the end of each month, data is extracted from the Register and used to create the Harm Minimisation, Self Exclusion Breaches and Play Periods dashboards. These dashboards capture monthly activity and trends.
- (g) Crown Model – the Crown Model uses player data to help identify problem gamblers as a predicative data modelling tool. The RGAs interact with the customers identified

by the Crown Model, to raise awareness of the RGC's programs and services. The RGAs also ask questions in relation to the customer's gaming habits and records them in a spreadsheet. The data is evaluated and reported on at the end of the tranche period, which usually operates over a four-week period. The results help identify whether the Crown Model is increasingly becoming an effective tool in identifying potential problem gaming behaviours.

- (h) Play Periods Statistics – the Play Periods statistics are comprised of customer contact made in relation to Play Periods, and a breakdown of the Play Periods data within Crown by location, Loyalty Program Tier, ownership (Table Games or Gaming Machines). The information identifies any increase or decrease in Play Periods trends.
- (i) Harm Minimisation Overview and Exclusion Related Events – the Harm Minimisation Overview and Exclusion Related Events Report provides a comparative overview of the monthly and yearly trends of exclusion related events, programs and services offered by the RGC. The data assists in identifying whether efforts to minimise problem gaming have been effective, through yearly and monthly comparisons. This Report is provided to the Crown Resorts Responsible Gaming Committee and the VCGLR (and by the VCGLR to the VRGF).
- (j) Website Statistics – the 'Crown Monthly RSG Report' provides information on how many Responsible Gaming brochures have been downloaded and how many times the Responsible Gaming webpages were viewed.

16. How much has Crown Melbourne spent on minimising problem gambling at the Casino in each of the last five calendar years? Provide a detailed breakdown of the expenditure with as much detail as possible. If that information is not available for the last five calendar years, then provide the information for the last five financial years.

118. I attach the financial reports for the last five years as provided to me at CRW.512.050.0001.

17. Over the last five years, what policies or programs are - or have been - in place to minimise problem gambling? In addressing that question, explain in detail how each of the following operates (and has operated over the last five years):

(a) any self exclusion program and/or third party exclusion program;

119. Self Exclusion has been available to Crown customers since 1994. Over time, it has been reviewed and updated, with the following significant changes in the last five years:

120. In April 2016, following approval by the VCGLR, Crown and Crown Perth implemented an initiative whereby persons who self exclude at one property can elect to also self exclude from the other property at the same time.
121. In July 2016, Crown developed a process whereby someone who wished to self exclude, but could not attend Crown, could do so remotely. This process was agreed to with the VCGLR.
122. In January 2019, following approval by the VCGLR, Crown implemented the Cross Property Self Exclusion Program, whereby a person who elects to self exclude, will be excluded at both Crown and Crown Perth.
123. In July 2019, changes were implemented whereby a customer can select the minimum number of years (one, two or three), after which they may apply for revocation (with one year being the minimum), subject to all terms and conditions being satisfied (e.g. 12 months breach free), when applying to be self excluded. Customers may elect to have their Self Exclusion automatically rescinded after a period of seven years.
124. In February 2021, Crown introduced the ability to effect a self exclusion via an online portal via the Crown website.
125. The Third Party Exclusion Program was introduced on 1 July 2019. The program affords family members, friends or other persons the ability to have Crown review a person's gaming behaviour due to concerns about the effects a person's gaming may be having on themselves and/others.
126. Applications are available in person, via email or mail or online.

(b) programs dealing with pre-commitment (including YourPlay and the Play Safe Limits);

127. Crown operates a voluntary pre-commitment system called Play Safe Limits, which is available to Loyalty Program members who play Fully Automated Table Games.
128. Play Safe Limits allows a Loyalty program member to set daily limit on spend and time when playing Fully Automated Table Games.
129. The availability of this program is advertised throughout the casino gaming floor, including in brochure form at Loyalty Program desks.
130. Crown operates the State Government introduced YourPlay Scheme, which is available for all customers who play gaming machines. The Scheme is available in all gaming machine venues in Victoria.

131. Gaming machines customers can elect to use a casual card, where limits can be set and changed at the Voucher Issuance Kiosk, or a registered card, where limits can be set and changed on-line at yourplay.com.au, at selected Loyalty Program desks or a Voucher Issuance Kiosk. YourPlay brochures are available throughout the Casino and on request.
132. The availability of the YourPlay Scheme is advertised at all gaming machines, is regularly promoted on the casino gaming floor via 'YourPlay' booths that operate usually for one week when the Department of Justice and Community Safety encourages gaming machine venues to promote set YourPlay days throughout the year.

(c) processes and rules for the distribution of player activity statements;

133. Player Activity Statements provide information on a Loyalty Program member's gaming machines and Fully Automated Table Games play, including all wins and losses for the period of the statement and are available for gaming machines play and/or Fully Automated Table Games play, these are separate statements. At least once a year, Player Activity Statements are made available to Loyalty program members who play gaming machines. Members are also able to collect Player Activity Statements on request at any Loyalty Program desk or Voucher Issuance Kiosks, which are available throughout the casino gaming floor.

(d) any gaming resumption program;

134. The Gaming Resumption Information Program (**GRIP**) was developed and introduced by Crown in May 2007. Patrons who have applied and been successful in revoking their Self Exclusion from Crown are invited to attend the RGC for a general discussion in relation to their resumption of gaming at the casino. The discussion includes mention of the various programs that are and remain available at Crown and through Government Support Services that can assist the customer in their strategies when resuming gaming at the casino.

(e) any break in play policies or programs;

135. The Time Out Program, as described in Q. 31 f) below, offers a shorter period of voluntary ban from the casino gaming floor.
136. The Play Periods program, as described in Q. 12 above, provides a monitored approach to encouraging breaks in play.
137. Casino gaming floor advertising includes messaging 'Have you had a break'. This is

displayed routinely on electronic advertising at gaming tables and at machines bank end screens.

(f) any use of data analytics and / or data analytics tools.

138. The use of the data provided via the Crown Model, a predictive data modelling tool as described in Q.12 above.
18. **For each of the last five years, set out how many staff members have received training to identify the observable signs of problem gambling (as defined in Crown Melbourne's Responsible Gaming Code of Conduct). What was the nature of that training and by whom was it provided? If the training changed over that five year period, explain the nature of the change and from when it began? Provide, as the confidential exhibit to a statement, the names and contact details of those persons.**
139. The following Table provides information in relation to the completion of training in responsible gaming, including observable signs, as provided to me by Crown College. I note that responsible gaming training includes training in observable signs and responsible gaming obligations:

Year	Completions Total
2016	7461
2017	3402
2018	7318
2019	4035
2020	5337
2021	774
Total	28,327

140. I attach information pertaining to the nature of the training provided and the changes effected as provided to me by the Crown College. This includes the training materials, as well as the session plans for the training delivered face to face.
- (a) CRW.510.048.0349
 - (b) CRW.510.048.0411
 - (c) CRW.512.045.0821
 - (d) CRW.510.048.0324
 - (e) CRW.510.048.0203
 - (f) CRW.510.048.0179
 - (g) CRW.510.048.0501

- (h) CRW.510.048.0413
- (i) CRW.510.048.0217
- (j) CRW.510.048.0473
- (k) CRW.512.050.0008
- (l) CRW.512.050.0013

141. The Induction and Senior Manager training was delivered by Responsible Gaming department staff, the details of which are contained in Confidential Annexure 1.

19. For each of the last five calendar years, set out how many staff members have received training in relation to Crown Melbourne's responsible gambling obligations? What was the nature of the training undertaken by those persons? If the training changed over that five year period, explain the nature of the change and from when it began?

142. The following Table provides information in relation to the completion of training in responsible gaming, responsible gaming obligations, as provided to me by Crown College.

Year	Completions Total
2016	7461
2017	3402
2018	7318
2019	4035
2020	5337
2021	774
Total	28,327

143. I note that responsible gaming training includes training in observable signs and responsible gaming obligations.

144. I attach in response to Q 18 above information pertaining to the nature of the training provided and the changes effected as provided to me by the Crown College. This includes the training materials, as well as the session plans for the training delivered face to face.

145. I refer the Commission to the information as provided for Q. 18.

20. In addressing training, distinguish between (to the extent applicable):

(a) initial training and refresher/ongoing training;

RSG Induction – facilitator led

146. Responsible Service of Gaming (**RSG**) Induction program is delivered as part of the Corporate Induction Program to all employees, the Induction Program is an overview of RSG and Crown's Commitment to providing responsible gaming services to our employees and

customers. This program is delivered by a member of the Responsible Gaming team. Topics covered are: Our Responsibilities, Digital Information, Relevant Acts, What is Responsible Gaming?, the RGC, Crown's Responsible Gaming Message, Self Care, the Code and Observable Signs.

RSG Online and Refresher

147. All employees are enrolled to complete the RSG Online Training Program as part of their compliance training requirements. The RSG Online Training Program is a more in-depth awareness of the RSG program. Employees learn about the commitment to RSG and how to identify signs of problem gaming and the function of the RGC. All relevant employees will complete the RSG Online Refresher Training Program every two years.
148. The module requires a completion of an individual assessment with 20 questions, requiring 100% correct answers to pass.

RSG Additional Focus Training for Gaming Machines and refresher - facilitator led

149. This program is a more advanced training program designed for employees working in the Gaming Machines department. Throughout the session employees learn key aspects of Crown's approach to Responsible Gaming. They gain an in-depth understanding of the nature of gaming, gambling harm, responsible gaming practices and policies. They also learn how to understand roles and responsibilities relating to gaming, and how to identify and respond to potential gambling harm. Also covered in this session is how to communicate regulatory requirements in relation to financial transactions and the regulatory requirements relating to brochures, signage and advertising. Employees gain an in-depth understanding of Crown's commitment to providing gaming services in a responsible manner and how Crown provides services and programs to our customers and employees to support this commitment. The program is delivered through a combination of classroom training, practical exercises, group exercises and assessments, and is provided as refresher training every two years.

(b) basic and more advanced training.

150. All employees who complete the RSG Senior Manager (Advanced) Training complete RSG Induction and RSG Online training.

RSG Senior (Advanced) Manager Training and Refresher – facilitator led

151. The RSG Senior (Advanced) Manager Training Program is delivered so managers understand Crown's responsible gaming principles and stakeholders. It builds and understanding of responsible gaming and problem gaming. Topics in the classroom delivered session are: Training Aims; Crown Principles; Crown Stakeholders; What is Responsible Gaming & Gambling Harm; The Responsible Gaming Message; The RGC; The Code; Odds of Winning & Mythical Thinking; Observable Signs; Your Role and Self Care. This training is delivered as refresher training every two years.
152. I refer the table in CRW.510.052.7366 which describes the level of training completed by staff.
153. Additionally, RGAs regularly attend briefings or musters over a two week period to discuss responsible gaming matters for Gaming Machines Customer Service Attendants, Security Services Officers, Table Games Area Managers and VIP Services staff. These typically occur quarterly.
154. All new Table Games Dealers complete the SIT30616 Certificate III in Hospitality (Table Games), where the curriculum includes a number of modules, one of which is 'SITHGAM001 Provide responsible gambling services'. Participants complete Crown's responsible gaming training as described in Q. 20 a) above, and the remainder is provided in accordance with the requirements of the Australian Skills Quality Authority (**ASQA**), the national regulator for Australia's Vocational Education and Training (**VET**) sector (Crown College is a Registered Training Originations (#3740) which is an education provider approved by ASQA to deliver VET courses).
- 21. How much has Crown Melbourne spent on the Responsible Gaming Support Centre (RGSC) in each of the last five calendar years? If that information is not available for the last five calendar years, then provide the information for each of the last five financial years.**
155. I attach the financial reports CRW.512.050.0001.
- 22. In each of the last five years, how many people worked in the RGSC, or otherwise provided services for the RGSC? What tasks did, and do, those persons perform? Provide specific details of the work performed and tasks undertaken for each person.**
156. During the period of 9 April 2016 to 8 April 2017, 14 employees worked in the RGSC. The following positions were occupied by the employees:
- (a) General Manager of Responsible Gaming (1);

- (b) Responsible Gaming Operations Manager (1);
 - (c) Responsible Gaming Office Coordinator (1);
 - (d) Responsible Gaming Liaison Officer (7) ;
 - (e) Responsible Gaming Psychologists (3); and
 - (f) Chaplain (1).
157. During the period of 9 April 2017 until 8 April 2018, 14 employees worked in the RGSC. The following positions were occupied by the employees:
- (a) Group General Manager of Responsible Gaming (1);
 - (b) Responsible Gaming Operations Manager (1);
 - (c) Responsible Gaming Office Coordinator (1);
 - (d) Responsible Gaming Liaison Officer (7);
 - (e) Responsible Gaming Psychologists (3); and
 - (f) Chaplain (1).
158. During the period of 9 April 2018 until 8 April 2019, 19 employees who worked in the RGSC. The following positions were occupied by the employees:
- (a) Group General Manager of Responsible Gaming (1);
 - (b) Responsible Gaming Operations Manager (1);
 - (c) Responsible Gaming Office Coordinator (1);
 - (d) Responsible Gaming Liaison Officer (from May 2019 Responsible Gaming Advisor) (12);
 - (e) Responsible Gaming Psychologists (3); and
 - (f) Chaplain (1).
159. During the period of 9 April 2019 until 8 April 2020, 19 employees worked in the RGC. The following positions were occupied by the employees:
- (a) Group General Manager of Responsible Gaming (1);
 - (b) Responsible Gaming Operations Manager (1);
 - (c) Responsible Gaming Office Coordinator (1);
 - (d) Responsible Gaming Advisor (12);
 - (e) Responsible Gaming Psychologists (3); and
 - (f) Chaplain.

160. During the period of 9 April 2020 until 8 April 2021, 20 employees worked in the RGC. The following positions were occupied by the employees:

- (a) Group General Manager of Responsible Gaming (1);
- (b) Responsible Gaming General Manager (1);
- (c) Responsible Gaming Office Coordinator (1);
- (d) Data Reporting and Innovation Coordinator (1);
- (e) Responsible Gaming Advisor (12);
- (f) Responsible Gaming Psychologists (3); and
- (g) Chaplain (1).

161. The Crown Position Descriptions contain specific details of the work performed and tasks undertaken for each position title (over the last five years). Crown does not have a position description for the Chaplain (as they are a contracted worker), although the brochure for the Chaplaincy Support Service provides an overview. Please refer to the following documents:

- (a) PD - Group General Manager Responsible Gaming June 2019, CRW.510.046.3448;
- (b) PD - Responsible Gaming Advisor 2020, CRW.510.048.0559;
- (c) PD - Responsible Gaming Advisor 2019, CRW.512.045.0830;
- (d) PD - Responsible Gaming Data Reporting and Innovation Coordinator v3, CRW.510.046.3454;
- (e) PD - Responsible Gaming General Manager January 2020, CRW.510.046.3481;
- (f) PD - Responsible Gaming Office Coordinator, CRW.510.046.3466;
- (g) PD - Responsible Gaming Operations Manager, CRW.510.046.3460;
- (h) PD - RGLO February 2017, CRW.510.046.3486;
- (i) PD - Responsible Gaming Psychologist, CRW.510.046.3474; and
- (j) Responsible Gaming Chaplaincy Support Service brochure, CRW.507.010.5849.

23. For each person working in the RGSC specify:

(a) the hours worked each week by each person in each of the last five years;

162. All Responsible Gaming Liaison Officers and Responsible Gaming Advisors are on rotating rosters (of day and night shift) and work 40 hours per week.

163. The RGPs, totalling 1.5 FTEs, work 56 hours per week, generally during business hours.

164. The Chaplaincy Support Service is contracted to 25 hours per week, generally during

business hours.

165. Details of rostering are provided in Q. 14 above.

(b) the date each person commenced and ceased (if applicable) working or providing services for the RGSC.

166. I refer to my answer at Q. 14 above.

24. In each of the last five calendar years, how many patrons of the Casino voluntarily made contact with the RGSC?

167. The following is recorded in the Register where a person referred themselves to the RGC.

Referred by 2016	Count
Self	1991
Grand Total	1991

Referred by 2017	Count
Self	2140
Grand Total	2140

Referred by 2018	Count
Self	1787
Grand Total	1787

Referred by 2019	Count
Self	3187
Grand Total	3187

Referred by 2020	Count
Self	1447
Grand Total	1447

Referred by 2021 to 31 Mar	Count
Self	874
Grand Total	874

25. In each of the last five calendar years, how many patrons of the Casino have been referred to the RGSC?

168. The tables below describe the number of persons referred to the RGC, and the types of categories the referral related to. I refer to the table in Annexure 4, which describes in the nature of each category.

ReferredByDesc	(Multiple Items)	
Referred to RGC		
Nature of Service 2016		Count
3rd Party Assistance / Inquiry		22
3rd Party SE Inquiry		16
Attempted Breach		1
Breach of Self Exclusion		1529
Counselling		14
Counselling Information		3
Domestic		7
Gaming Equipment Damage		40
GRIP session		6
Illegal Act		158
Missing Persons		35
Observable Signs		96
Other		297
Play Periods		340
Request for Revocation		9
Revocation Application		85
Revocation Information		302
Revocation Paperwork Received		31
Seeking Financial Assistance / Advice		3
Seeking other Assistance		147
Self Exclusion		150
Self Exclusion Alleged Breach		90
Self Exclusion follow up		205
Self Exclusion Information		155
Self Harm / Suicide		2
Self Harm / Suicide / Deceased		31
Sig. Club / Previous Exclusion		10
Unattended Child		57
Unpaid Parking		142
Welfare		389
Grand Total		4372

ReferredByDesc	(Multiple Items)	
Referred to RGC		
Nature of Service 2017		Count
3rd Party Assistance / Inquiry		10
3rd Party SE Inquiry		18
Breach of Self Exclusion		1390
Counselling		17
Counselling Information		10
Crown Rewards / Previous Exclusion		5
Crownbet		2
Domestic		14
Gaming Equipment Damage		40
GRIP SE		8
GRIP TO		6
Illegal Act		187
Mental Health Information		1
Missing Persons		46
Observable Signs		181
Other		398
Play Periods		637
Request for Revocation		24
Revocation Application		136
Revocation Information		293
Revocation Paperwork Received		47
Seeking Financial Assistance / Advice		7
Seeking other Assistance		163
Self Exclusion		162
Self Exclusion Alleged Breach		93
Self Exclusion follow up		194
Self Exclusion Information		151
Self Harm / Suicide / Deceased		30
Sig. Club / Previous Exclusion		2
Time Out		18
Time Out Breach		9
Unattended Child		83
Unpaid Parking		94
Welfare		310
Welfare/Observable Signs		30
Grand Total		4816

ReferredByDesc	(Multiple Items)	Count
Referred to RGC		
Nature of Service 2018		Count
3rd Party Assistance / Inquiry		43
3rd Party SE Inquiry		14
Attempted Breach		321
Breach of Self Exclusion		3414
Chaplaincy		5
Counselling		24
Counselling Information		6
Crown Rewards / Previous Exclusion		11
Data Follow up		231
Domestic		16
Gaming Equipment Damage		20
GRIP SE		3
GRIP TO		9
Illegal Act		120
Medical		6
Medical Emergency		13
Mental Health Information		1
Missing Persons		25
Observable Signs		189
Other		902
Play Periods		2961
Play Periods Pager		1406
Remote Self-Exclusion		1
Request for Revocation		92
Revocation Application		119
Revocation Information		381
Revocation Paperwork Received		84
RGP 3rd Party Telephone		1
Seeking Financial Assistance / Advice		8
Seeking other Assistance		165
Self Exclusion		169
Self Exclusion Alleged Breach		110
Self Exclusion follow up		180
Self Exclusion Information		168
Self Harm / Suicide / Deceased		29
Time Out		8
Time Out Breach		8
Unattended Child		106
Unpaid Parking		72
Website Enquiry		14
Welfare		228
Welfare/Observable Signs		523
Grand Total		12206

ReferredByDesc	(Multiple Items)	
Referred to RGC		
Nature of Service 2019		Count
3rd Party Assistance / Inquiry		163
3rd Party SE Inquiry		26
Attempted Breach		912
Breach of Self Exclusion		1616
Card Misuse		131
Chaplaincy		10
Counselling		24
Counselling Information		12
Crown Rewards / Previous Exclusion		31
Data Follow up		551
Domestic		18
Gaming Equipment Damage		10
GRIP SE		5
GRIP TO		7
Illegal Act		105
Mail Suspension		119
Medical		12
Missing Persons		36
Observable Signs		618
Other		1229
Play Periods		9342
Remote Self-Exclusion		1
Request for Revocation		70
Revocation Application		260
Revocation Information		521
Revocation Paperwork Received		179
RG WOL		123
Seeking Financial Assistance / Advice		2
Seeking other Assistance		276
Self Exclusion		471
Self Exclusion Alleged Breach		88
Self Exclusion follow up		281
Self Exclusion Information		137
Self Harm / Suicide / Deceased		34
Time Out		22
Time Out Breach		5
TPE Application		5
TPE Application Received		3
TPE Information		39
Unattended Child		115
Unpaid Parking		65
Website Enquiry		13
Welfare		572
Grand Total		18259

ReferredByDesc	(Multiple Items)	Count
Referred to RGC		
Nature of Service 2020	Count	
3rd Party Assistance / Inquiry		12
3rd Party SE Inquiry		9
Attempted Breach		358
Breach of Self Exclusion		504
Card Misuse		24
Counselling		3
Counselling Information		3
Crown Rewards / Previous Exclusion		11
Data Follow up		103
Domestic		4
Gaming Equipment Damage		4
GRIP SE		2
GRIP TO		1
Illegal Act		23
Medical		5
Missing Persons		9
Observable Signs		180
Other		437
Play Periods		4191
Remote Self-Exclusion		2
Report Writer Contact - RGP		47
Request for Revocation		7
Revocation Application		125
Revocation Information		125
Revocation Paperwork Received		49
RG WOL		185
Seeking other Assistance		100
Self Exclusion		219
Self Exclusion Alleged Breach		20
Self Exclusion follow up		67
Self Exclusion Information		37
Self Harm / Suicide / Deceased		6
Time Out		6
Time Out Breach		7
TPE Application		1
TPE Application Received		3
TPE Information		32
Unattended Child		38
Unpaid Parking		5
Website Enquiry		18
Welfare		157
Grand Total		7139

ReferredByDesc	(Multiple Items)	
Nature of Service 2021 (to 31 MAR)		Count
3rd Party Assistance / Inquiry		17
3rd Party SE Inquiry		2
Attempted Breach		193
Breach of Self Exclusion		393
Card Misuse		15
Complaints		1
Counselling		1
Counselling Information		4
Crown Rewards / Previous Exclusion		4
Data Follow up		43
Domestic		2
Gaming Equipment Damage		6
GRIP SE		4
GRIP TO		3
Illegal Act		6
Medical		1
Missing Persons		1
Observable Signs		122
Other		344
Play Periods		3404
Play Periods Break		176
Remote Self-Exclusion		1
Request for Revocation		5
Revocation Application		38
Revocation Information		226
Revocation Interview		24
Revocation Paperwork Received		37
RG WOL		50
Seeking other Assistance		73
Self Exclusion		103
Self Exclusion Alleged Breach		6
Self Exclusion follow up		2
Self Exclusion Information		17
Self Harm / Suicide / Deceased		6
Time Out		2
Time Out Breach		3
TPE Information		9
Unattended Child		7
Unpaid Parking		7
Website Enquiry		2
Welfare		107
Grand Total		5467

26. In each of the last five years, what have been the main areas of activity for the RGSC?

169. The tables below describe the main activities for the RGC in the calendar years from 2016 to 2021 (to 31 March 2021). The activities of the RGC are not recorded per distinct incident. The per cent recorded in column three identifies the per cent of all entries in that year as

recorded in the Register. I refer to the table in Annexure 4, which describes in the nature of each category.

MAIN ACTIVITIES 2016		
Breach of Self Exclusion	1541	18%
GM & FATG focus	877	10%
Revocation Information	868	10%
Operational Overview	495	6%
Welfare	413	5%
Other	375	4%
Play Periods	340	4%
Self Exclusion	335	4%
WOL	302	4%
Self Exclusion Information	282	3%
Chaplaincy	281	3%
Report Writer Contact - RGP	264	3%
Seeking other Assistance	208	2%
Self Exclusion follow up	206	2%

MAIN ACTIVITIES 2017		
SYCO Report	1444	13%
Breach of Self Exclusion	1430	13%
GM & FATG focus	919	9%
Revocation Information	831	8%
Operational Overview	762	7%
Play Periods	637	6%
Other	502	5%
Self Exclusion	379	4%
Welfare	324	3%
Chaplaincy	317	3%
Self Exclusion Information	291	3%
WOL	273	3%
Report Writer Contact - RGP	255	2%
Seeking other Assistance	223	4%
Self Exclusion follow up	200	2%

MAIN ACTIVITIES 2018		
Breach of Self Exclusion	3450	19%
Play Periods	2961	16%
SYCO Report	2072	11%
Play Periods Pager	1406	8%
Other	996	5%
GM & FATG focus	951	5%
Revocation Information	948	5%
Operational Overview	798	4%
Welfare/Observable Signs	533	3%
Self Exclusion	396	2%
Attempted Breach	327	2%
Self Exclusion Information	310	2%
Report Writer Contact - RGP	251	1%
Seeking other Assistance	241	1%

MAIN ACTIVITIES 2019		
Play Periods	9357	37%
Revocation Information	1686	7%
GM/TG/Staff & FATG focus	1648	6%
Breach of Self Exclusion	1637	6%
Other	1398	6%
Operational Overview	1395	5%
Attempted Breach	919	4%
Self Exclusion	768	3%
Observable Signs	628	2%
Welfare	588	2%
Data Follow up	551	2%
Seeking other Assistance	513	2%
WOL	503	2%
Self Exclusion Information	351	1%
Revocation Paperwork Received	301	1%
Self Exclusion follow up	284	1%

MAIN ACTIVITIES 2020		
Play Periods	4200	42%
Revocation Information	757	8%
Operational Overview	536	5%
Other	511	5%
Breach of Self Exclusion	507	5%
GM/TG/Staff & FATG focus	507	5%
Attempted Breach	358	4%
Self Exclusion	316	3%
Seeking other Assistance	205	2%
Observable Signs	188	2%
RG WOL	185	2%
Welfare	166	2%
Revocation Application	142	1%
Request for Revocation	138	1%
Revocation Paperwork Received	129	1%
Revocation Cancelled	108	1%
Data Follow up	103	1%

MAIN ACTIVITIES 2021 (to Mar 31)		
Play Periods	3414	49%
Revocation Information	624	9%
Breach of Self Exclusion	396	6%
Other	371	5%
Operational Overview	236	3%
Attempted Breach	194	3%
Play Periods Break	176	3%
GM/TG/Staff & FATG focus	168	2%
Self Exclusion	138	2%
Seeking other Assistance	131	2%
Observable Signs	124	2%
Revocation Paperwork Received	124	2%
Welfare	112	2%
Request for Revocation	68	1%
Revocation Interview	60	1%
Revocation Application	55	1%
RG WOL	51	1%

27. In each of the last five calendar years, describe in detail the outcomes of the RGSC's work and activities (e.g. referrals to external persons, exclusion orders put in place, appointments made with medical practitioners etc)?

170. The tables below describe the volume of interactions with RGAs and the resulting referrals to internal and external help services.

2016	
RG INTERACTIONS (Total)	6329
RGA	6029
RGP	19
Chaplaincy	281
Referrals To External Services (Total)	674
Gambler's Help	509
Chaplaincy	2
Chinese Peer Connection	52
Financial Services	4
General Practitioner	3
General Health Services	1
Legal Services	3
Other Counselling Service	8
Salvation Army	9
Suicide Help Line	1
AHA	5
Vietnamese (AVWA)	6
VCGLR	19
Victoria Police	41
Other	11

2016	
Self Exclusion	336
SE Revocations	69

2017	
RG INTERACTIONS	6703
RGA	6360
RGP	26
Chaplaincy	317
Referrals To External Services (Total)	
Gambler's Help	606
Chaplaincy	8
Chinese Peer Connection	25
Financial Services	9
General Practitioner	3
General Health Services	1
Legal Services	2
Mental Health Service	2
Other Counselling Service	11
Salvation Army	6
Suicide Help Line	1
AHA	2
Vietnamese (AVWA)	2
VCGLR	30
Victoria Police	37
Other	8

2017	
Self Exclusion	379
Time Out	33
SE Revocations	54

2018	
RG INTERACTIONS	13882
RGA	13746
RGP	30
Chaplaincy	106
Referrals To External Services (Total)	
Gambler's Help	2274
Gambler's Anonymous	1
Chaplaincy	12
Chinese Peer Connection	79
Financial Services	7
General Practitioner	20
General Health Services	1
Legal Services	1
Mental Health Service	3
Other Counselling Service	40
Salvation Army	10
Suicide Help Line	1
AHA	6
Vietnamese (AVWA)	61
VCGLR	19
Victoria Police	26
Other	16

2018	
Self Exclusion	396
Time Out	37
SE Revocations	53

2019	
RG INTERACTIONS	21450
RGA	21299
RGP	32
Chaplaincy	119
Referrals To External Services (Total)	
Gambler's Help	2340
Chaplaincy	9
Chinese Peer Connection	172
Legal Services	1
Other Counselling Service	26
Salvation Army	3
AHA	3
Vietnamese (AVWA)	73
VCGLR	27
Victoria Police	42
Other	7

2019	
Self Exclusion	768
Third Party Exclusion	2
Time Out	63
RG Withdrawal of Licence	123
SE Revocations	64

2020	
RG INTERACTIONS (Total)	8437
RGA	8365
RGP	4
Chaplaincy	68
Referrals To External Services (Total)	801
Gambler's Help	707
Chinese Peer Connection	62
AHA	2
Vietnamese (AVWA)	18
VCGLR	2
Victoria Police	7
Other	3

2020	
Self Exclusion	318
Third Party Exclusion	2
Time Out	2
RG Withdrawal of Licence	186
SE Revocations	29

2021 (To 31 March)	
RG INTERACTIONS (Total)	6294
RGA	6273
RGP	1
Chaplaincy	20
Referrals To External Services (Total)	513
Gambler's Help	451
Chinese Peer Connection	24
Chaplaincy	1
Legal Services	1
Vietnamese (AVWA)	28
VCGLR	5
Victoria Police	3

2021 (To 31 March)	
Self-Exclusion	139
Time Out	12
RG Withdrawal of Licence	51
SE Revocations	49

31. To the extent not covered by paragraph (a) above, please explain how the excluded persons regime operates at the Casino. In so doing, please address the following matters:

171. I understand his topic to relate to Exclusion Orders as specified in the *Casino Control Act 1991 (Vic) (the Act)*.

(a) the categories of persons that can be excluded from the Casino;

172. The following categories of persons that can be excluded from Crown,

- (a) Self identification – a person may elect to exclude themselves from the casino gaming floor. The (Self) Exclusion Order will be issued under section 72 (2A) of the Act.
- (b) Third Party identification – a person may be excluded if a family member, friend or other person, applies to have Crown review a person's gaming behaviour due to concerns about the effects the person's gaming may be having on themselves and/or others, and in that review Crown finds there is sufficient cause to exclude that person. The (Third Party) Exclusion Order will be issued under section 27 (1) of the Act.
- (c) Crown identification - a person may be issued with an Exclusion Order due to gaming integrity issues, such as cheating. The Exclusion Order will be issued under section 27 (1) of the Act. This is usually issued by the Security Services department.
- (d) Chief Commissioner of Police identification - the Chief Commissioner of Police, where they consider it necessary in the public interest, by written order, prohibiting the person from entering or remaining in the casino or casino complex (section 74 of the Act). I understand that Crown is provided with this order and subsequently it is registered as a 'Commissioner's Exclusion' in the Security Register. This also applies to Interstate Commissioner's of Police Exclusions.
- (e) VCGLR identification – the VCGLR may also issue Exclusion Orders under section 72 (1) of the Act. I am not aware of how this Exclusion is issued.

(b) how a person is excluded from the Casino;

173. A person may be excluded at Crown via an Exclusion Order (as described above), which may be issued in person, via registered mail or via an online portal. Not all Exclusion Orders can be issued by all these means.

Self Exclusion

174. For Self Exclusion, a person can complete the process at either the RGC, or via the online portal on the Crown website. The process is described in CRW.510.030.1350 'Responsible

Gaming Department Policy and Procedures: Self Exclusion from Crown Casinos'. Note that when self excluding form Crown, a person will also be self excluded from Crown Perth..

Third Party Exclusion

175. For Third Party Exclusions, a family member, friend or other person, can apply to have Crown review a person's gaming behaviour due to concerns about the effects the person's gaming may be having on themselves and/or others. The application can be initiated by contacting the RGC over the telephone or via email to request a 'Third Party Exclusion Application Form', or they can download a copy from the Crown website. The process is described in the attached CRW.510.052.8041 'Responsible Gaming Department Policy and Procedure: Third Party Exclusion'.

Exclusion

176. I note that the following information has been obtained from the 'Corporate Policy Statement: Withdrawal of Licence – Exclusion/Self Exclusion Policy'. A person may be excluded by the Security Services department for behaviour that significantly impacts on gaming integrity and in appropriate cases, for significant unacceptable behaviour within the licensed casino floor.

Chief Commissioner of Police

177. I note that the following information has been obtained from the 'Corporate Policy Statement: Persons Excluded by the Chief Commissioner of Police'. A person may be excluded by the Security Services department following a notification under section 74 of the Act. A person may also be issued with a Withdrawal of Licence (**WOL**).
178. A WOL is the Common Law right of an owner and occupier of land to restrict a person from entering on his/her property and is relied upon in the majority of cases involving non-gaming behavioural issues. This right relates to all of the Crown Complex including the licensed casino floor. (drawn from 'Corporate Policy Statement: Withdrawal of Licence – Exclusion/Self Exclusion Policy')

(c) how third persons (such as family members) are able to raise concerns about persons who have a gambling problem and who should be excluded from the Casino, and how those concerns are actioned;

179. I refer to my answer at Q. 31 b) ii., whereby a person may formally apply for a Third Party Exclusion.
180. Additionally, if a person who may be concerned about a person whom they believe are

experiencing difficulties with their gaming behaviours, however, do not wish to apply via the Third Party Exclusion process, there is another option. That person can contact the RGC via telephone or email. A RGA will explain the options that are available to them. This includes making contact with the person and expressing that a concern has been raised. Where the person who is concerned about the person does not wish to be identified, a RGA can make more discreet attempts to interact. In any case, the person about whom the concern is raised will be reviewed and monitored as applicable, and if there is sufficient cause, Crown may issue a 'Responsible Gaming Withdrawal of Licence' (RG WOL) (previously also known as a 'Welfare WOL').

(d) the number of persons currently excluded from the Casino, grouped by reference to the reason for their exclusion;

181. I refer to the table below, which is a listing of the current Exclusions as at 31 March 2021:

Exclusion Type	Count of FULL NAME
Chief Commissioner Exclusion Other State	714
Chief Commissioner Exclusion Victoria Exclusion	57
Self Exclusion	62
Total	6983

(e) how Crown Melbourne ensures compliance with section 78B of the Casino Control Act 1991 (Vic);

182. Crown has processes and systems in place to ensure compliance with section 78B of the Act, which relates to the forfeiture of winnings. The procedures for each department that deal with winnings that are withheld from excluded persons are provided below. These are taken from each relevant department's process documents.

Responsible Gaming

183. Responsible Gaming's procedure for withholding winnings:

- (a) RGAs have the responsibility to initiate the withholding of winnings of a person subject to a (Self) Exclusion or (Third Party) Exclusion Order.
- (b) The RGA, where practicable, will notify Surveillance and the relevant gaming manager of the opportunity to withhold winnings.
- (c) The relevant gaming manager will generally initiate withholding of winnings and will coordinate any subsequent action regarding this.

- (d) The RGA will notate any winnings withheld in the Responsible Gaming Register.

Table Games

184. Table Games' procedure for withholding winnings:

- (a) Where a person is suspected of being subject to an Exclusion Order (e.g. Exclusion, Self Exclusion), contact Surveillance to establish the status of the person. Surveillance will in turn, notify the Commission.
- (b) At the completion of the round in play, the person will be approached and once it is established and confirmed they are Excluded, they will be asked to leave the game.
- (c) Any amount payable to the person as a result of that particular round of play (including any jackpots or bonus payouts) will be forfeited at the direction of the Table Games Area Manager (or above). The winnings will be held in the float to be disbursed as follows:
- (v) Winnings, excluding jackpots or bonus payouts, will be placed in the float and then transferred electronically by the Table Games Finance Department to the Excluded Patrons' 'Escrow Fund Ledger Account'.
- (vi) Jackpot or bonus payouts will be taken to the Casino Cage by a Table Games Assistant Casino Manager (or above).
- (vii) Any dispute regarding the person's winnings will be referred to a Commission Inspector for investigation and determination.
- (viii) Where winnings as described in point 3.1. are withheld, an issue log will be completed containing all details related to any incident involving an Excluded Person (including Self Excluded).

Gaming Machines

185. Gaming Machines' procedure for withholding winnings:

- (a) Stage 1: Completing Transaction
- (i) Proceed with the transaction in accordance with the appropriate procedure.
- (ii) Wait at the Cage location (Cage location will notify that the patron is Self Excluded).

- (iii) Call Surveillance, the Security Duty Service Manager and an RGA (they will notify the Commission).
 - (iv) Wait for the Security and Services Officer, the RGA and a Commission Inspector to arrive.
 - (v) The RGA and the Commission Inspector will inform the patron that they are on the premises illegally and all jackpot winnings will be forfeited.
 - (vi) Ask the Customer Service Attendant (**CSA**) to collect any residual credits remaining on the EGM and then organise for this to be paid to patron in accordance with Workplace Instruction #2008 'Completing a Manual Hand Pay'.
 - (vii) Return to the patron and present them with the residual funds.
- (b) Stage 2: Notification and Completion
- (i) The Security and Services Officer and/or the RGA and the Commission Inspector will escort the Excluded or Self Excluded patron off the premises.
 - (ii) Return to the Cage location to complete the transaction (i.e. remove the transaction from the CSA's DACOM Card).
 - (iii) Complete a Pay In Voucher at the Cage location, quoting transaction details.
 - (iv) GM PR Code: current code for financial year. Account: Excluded Patrons Escrow Fund/Gaming Machines Admin.
 - (v) Email GM_WIN_Funds Withheld the following information:
 - (A) incident report including Crown Melbourne's Loyalty Program number;
 - (B) amount of payment;
 - (C) EGM/ETG number;
 - (D) time of incident;
 - (E) parties involved; and
 - (F) confirmation that withheld funds were paid into the correct account.

Cage

186. Cage's procedure for withholding winnings:

- (a) If a patron attending the Cage, is identified as being Excluded, the following

procedures must be followed:

- (i) immediately notify Security and Surveillance; and
 - (ii) await the arrival of Security and then finalise the transaction.
- (b) Where a Table Games or Gaming Machines Representative presents the Cashier with documentation confirming a jackpot or bonus payout which has been withheld from a patron who has been identified as being Excluded:
- (iii) a General Receipt is completed detailing at a minimum, the date, patron name, amount and reason for withholding the funds. E.g. patron excluded; and
 - (iv) the completed General Receipt will be forwarded to Revenue Audit for credit to the appropriate Escrow Fund Ledger Account.

Compliance

187. Compliance's procedure for withholding winnings:

- (a) Review the winnings (including winning Jackpot payouts) that were withheld from excluded persons at the end of each month for Table Games and Gaming Machines, by checking Table Games Issue Logs and emails from GM_WIN_Funds Withheld.
- (b) Complete monthly 'Gaming Audit Report – Excluded Patrons Winnings Withheld' to ensure that where winnings are withheld, these funds are transferred to the correct Escrow Fund Ledger Account and that all incidents have been correctly recorded.
- (c) Investigate any discrepancies or irregularities and amend where necessary.
- (d) Email the 'Gaming Audit Report – Excluded Patrons Winnings Withheld' to the relevant Crown Melbourne departments (including Gaming Finance and Revenue Audit).

Revenue Audit

188. Revenue Audit's procedure for withholding winnings:

- (a) Forfeiture of winnings are posted to the Forfeited Winnings Account in the General Ledger by the Gaming Department's accountant.
- (b) The Revenue Audit Manager to request Corporate Finance to send a copy of the Forfeited Winning Accounts Journal (Journal), which provides the record of forfeited

winnings and current balance to be remitted to the Commission.

- (c) The balance on the Journal at the end of the quarter is the amount Revenue Audit prepares to transfer to the Commission.
- (d) The amount is reviewed and approved by the Financial Controller prior to payment.
- (e) Revenue Audit sends a remittance advice to the Commission after confirmation of transfer by Accounts Payable.
- (f) Crown's Compliance Alerter system will send a reminder to the Corporate Finance Manager to verify the payment.

(f) the steps, if any, that are in place to facilitate short term exclusions;

- 189. Crown has taken steps to facilitate short term exclusion orders. These steps were initiated in January 2017, when Crown commenced the 'Time Out Program' trial.
- 190. The Time Out Program is where a customer, who presents at the RGC and requests to self exclude, and subsequently declines participation in the program due to reasons such the minimum length (one year) of the self exclusion, is then offered the opportunity to avail themselves of the Time Out Program, which currently offers a three or six month option of a ban via an Agreement.
- 191. The Time Out Program was subsequently implemented following a 12 month trial and evaluation.
- 192. As part of Crown's submission in response to the VCGLR Sixth Review of the Casino Operator and Licence June 2018 (**Sixth Review**), Crown proposed the Time Out Program, with the inclusion of an additional six month option, to address part of Recommendation 10. This was subsequently introduced in July 2019.

(g) Since June 2018, Crown has implemented the following to make it easier for patrons to self exclude from the casino:

- 193. July 2019 - Introduced more options in relation to the length of a minimum time period to elect the length of self exclusion of one, two or three year minimum periods. Although the self exclusion will remain in place for the minimum period, it provides a greater sense of control when undertaking the self exclusion process.
- 194. January 2021 - Introduced the ability self exclude via an online portal on the Crown website. As such, the customer need not present at Crown to undertake the completion of paperwork, and this also simplifies the 'Remote Self Exclusion' process as described at Q. 17 a) above.

32. In each of the last five calendar years:

- (a) **how many persons have been excluded from the Casino (irrespective of how the exclusion was implemented), including the reasons for the exclusions (if possible, by category); and**

195. The following data states the Exclusions per calendar year, and which type of exclusion was issued. I refer to my answer at Q. 31 b) in relation to the definition of an Exclusion.

2016	
Self Exclusion	336
Exclusion Order	118
CCOP Exclusion*	25

2017	
Self Exclusion	383
Exclusion Order	87
CCOP Exclusion	82

2018	
Self Exclusion	401
Exclusion Order	61
CCOP Exclusion	45

2019	
Self Exclusion	775
Third Party Exclusion	2
Exclusion Order	31
CCOP Exclusion	76

2020	
Self Exclusion	322
Third Party Exclusion	2
Exclusion Order	8
CCOP Exclusion	15

2021 (To 31 March)	
Self-Exclusion	142
Exclusion Order	4
CCOP Exclusion	0

*Note: Chief Commissioner of Police (CCOP) Exclusions include those issued in Victoria and other States

- (b) **how many exclusions were revoked, and the reasons for the revocation (if possible, by category)?**

196. I am aware that only Self Exclusions and Third Party Exclusions are revoked via a Revocation process. The following table lists all Self Exclusions revoked in the last five calendar years. There have been no Third Party Exclusions revoked. I refer to Self Exclusion Revocation Policy and Procedure in CRW.512.050.0002. Note this has only recently been settled due to changes to the process.

SE Revocations	
2016	69
2017	54
2018	53
2019	64
2020	29
2021 to 31 Mar	49

- 36. What steps have been taken to address the concerns raised in, and recommendations of, the Sixth Review of the Casino Operator and Licence June 2018, undertaken by the Victorian Commission for Gambling and Liquor Regulation, regarding the responsible service of gambling and the Responsible Gambling Code of Conduct? How have the recommendations been implemented since June 2018 until the date of this request? What reports or other materials has Crown Melbourne or Crown Resorts relied upon to inform the steps taken to implement the recommendations?**

197. Crown has addressed nine and a half of the 11 Responsible Gaming Recommendations made by the Sixth Review. I refer the Commission to CRW.510.004.0462, the table titled 'Section 25 – Recommendations Table, 22 March 2021', which describes in a precis form the actions and outcomes. I also refer the Commission to the submission NTP-001 Category 29, which includes the responses to the VCGLR in relation to the Recommendations 6 to 16 and associated follow up documentation.
198. In implementing these Recommendations, I provide the following:
- (a) In relation to Recommendation 6, prior to the finalisation of the Sixth Review, in early 2018, Crown reviewed the customer contact resources in relation to the responsible gaming team, resulting in the increase of the number of RGAs (at the time titled 'Responsible Gaming Liaison Officers'), from seven to 12.
 - (b) Crown also considered the level of training that gaming managers were participating in. therefore, Crown introduced the requirement for the initial management layer known as 'Area Manager' in the Table Games department to complete the advanced

form of facilitated responsible gaming training, known as 'Senior Manager training'. Gaming Machines Area Managers were already completing this training. This is delivered as a refresher course every two years.

- (c) Crown also introduced pocket sized cards, available for all employees in locations throughout the back of house areas and provided at Induction training. These cards are a quick reference guide and training reminder, containing information in relation to the location and operating hours of the RGC; availability of the Code; the referral mode to Responsible Gaming and the Observable Signs as detailed in the Code.
- (d) Further, in 2019, working with the VCGLR, and the VRGF, Crown updated its Responsible Service of Gaming training modules, adding an additional and specific 'Gaming Machines Additional Focus' module. All updated modules were approved by the VCGLR on 9 April 2020.
- (e) When responding to Recommendation 7 and 8, Crown took the view that these were interrelated and responded accordingly. Recommendation 7 required the use of observable signs with other harm minimisation measures such as data analytics and play periods. Recommendation 8 required the development and implementation of data analytics and real time tools for carded and uncarded customers.
- (f) Crown was mindful that the application of such tools (for Recommendation 8) would encompass both gaming machines and table games product. At the time, and to my understanding, still today, there are no tools that monitor both gaming products. Crown investigated the availability of third party providers, and the application of its own system, the Crown Model, which was subsequently used to conduct a trial. The Crown Model was discussed with the VCGLR prior to the implementation of the trial. In relation to the real time monitoring of customers using Loyalty Program cards, Play Periods, a version of this has been in place for a number of years (since at least 2013), which continues to be refined.
- (g) Crown re-introduced the Crown Model in February 2021. In April 2021, Crown submitted correspondence to the VCGLR in relation to the completion of Recommendation 9, requiring an independent assessment of the Crown Model and Play Periods. The completion of this Recommendation was curtailed by the COVID-

19 pandemic.

- (h) Recommendations 10 and 11 were discussed at length with the VCGLR and the VRGF, via several in person meetings, especially the policy and procedure in relation to the Third Party Exclusion Program, with final documents approved by the VCGLR.
- (i) Recommendation 12 has been implemented and monitored largely by the Security Services department, and I am aware of regular reporting to the VCGLR on outcomes.
- (j) The remaining Recommendations 13 to 16 have been implemented and updates provided to the VCGLR as requested and required. In particular, I refer to the requirement of the submission of the 'Harm Minimisation Overview' and 'Exclusion Related Events' reports to the VCGLR, which are provided following the submission as part of the Crown Resorts Limited Responsible Gaming Committee reporting.
- (k) Independent advice was sought by Crown from Emeritus Professor Alexander Blaszczynski in relation to Recommendations 8, 10 and 11, which is attached in CRW.510.052.4274.

199. The VCGLR has acknowledged the implementation of Recommendations 6 to 16 (with the exception of the outstanding Recommendations 8 b) and 9).

37. Please identify (by title and date) each report considered at a meeting of the board of Crown Melbourne or Crown Resorts over the last five years dealing with the responsible service of gambling, including persons identified as having a gambling problem and the work of the RGSC. Please attach a copy of each report to your statement.

200. I provide the following table in answer to this question in Annexure 5.

38. Over the last ten years, identify and provide details of:

- (c) **any request made of Crown Resorts or a subsidiary to facilitate a person undertaking research in relation to problem gambling;**
- (d) **Crown Melbourne's and/or Crown Resort's response to each request, including the reason for each response;**
- (e) **any research undertaken or sponsored in any way by Crown Resorts or a subsidiary in relation to problem gambling;**
- (f) **payments made by Crown Resorts or a subsidiary, over the last ten years, to fund research into problem gambling, including (in respect of each payment):**
 - (i) **the amount of the payment;**

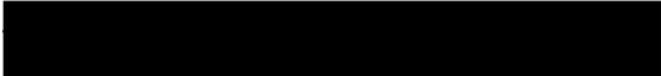
- (ii) the name(s) of the researcher(s) who had the benefit of the payment; and**
- (iii) the work(s) undertaken and/or published using any part of the payment.**

201. Crown has not sponsored any research into problem gaming, however, has participated in and promoted a number of studies over the past ten years. I refer the Commission to CRW.510.052.8491 which describes the requests and participation in research and studies that Crown and Crown Perth have been involved in.



Annexure 1The Crown Melbourne Responsible Gaming Management Committee

No	Name	Title	Date of appointment	Qualifications
(a)	Xavier Walsh	Chief Executive Officer	14/01/2014	Bachelor of Economics, Advanced Insolvency, Professional Year - Institute of Chartered Accountants RSG Training RSG Senior Management Managers Training RSG Induction Training
(a)	Kierren Gersbach	General Manager Gaming Machines Operations	17/03/2016	Diploma Business Management Executive Development program (Reno-Nevada) Associate Diploma Hospitality Club Management RSG Training RSG Senior Management Managers Training
(b)	Mark Mackay	Executive General Manager Gaming Machines	12/10/2017	Bachelor of Commerce (Finance) Member of Institute of Chartered Accountants RSG Training RSG Senior Management Managers Training
(c)	Tim Barnett	Executive General Manager Table Games	18/12/2019	Bachelor of Commerce Bachelor of Laws Master of Business Administration RSG Training RSG Senior Management Managers Training
(d)	Meg Leahy	General Manager- Table Games Operations	1/09/2020	Responsible Gaming for Senior Managers Responsible Service of Alcohol Refresher Certificate in Coaching Certificate IV Work Health and Safety Online Reporting Suspicious Behaviour Online Anti Bribery and Corruption Online Anti Money Laundering D17 RSG Training RSG Senior Management Managers Training
(e)	Tom Rickard	General Manager VIP Business Development & Service	1/04/2014	Diploma in Business Management RSG Training RSG Senior Management Managers Training
(f)	Peter Lawrence	General Manager - VIP	1/04/2014	RSG Training RSG Senior Management Managers Training

		Customer Service		
(g)	Chris Reilly	Director Corporate Affairs	18/12/2019	Bachelor of Arts RSG Training
(h)	Joe Scaringi	General Manager Marketing	18/12/2019	Associate Diploma Marketing Bachelor of Business, Major Marketing and Business Law RSG Training RSG Senior Management Managers Training
(i)	Michelle Fielding	Group Executive General Manager Reg & Compliance	13/01/2021	Bachelor of Arts and Education Bachelor of Laws – Commercial Law Major (Honours) RSG Training RSG Senior Management Managers Training
(j)	Sonja Bauer	Group General Manager Responsible Gaming	26/02/2009	Bachelor of Arts Certificate III in Security Leadership Victoria (Williamson Community Leadership Program Graduate) RSG Training RSG Senior Management Managers Training
(k)	Luke Overman	General Manager Responsible Gaming	1/09/2020	Diploma in Leadership Management RSG Training RSG Senior Management Managers Training
(l)	Kate Earl	Responsible Gaming Psychologist	24/02/2011	Member Australian Psychological Society Forensic Psychologist  Family Consultant, Single Expert to Federal Circuit Court and Family Court of Australia Reg 7 (Family Law Regulations 1984) RSG Training RSG Senior Management Managers Training
(m)	Susan McNulty	Responsible Gaming Psychologist	21/11/2011	Bachelor of Behavioural Science (Honours) Registered Psychologist  Member of the Royal Women's Hospital Human Research Ethics Committee RSG Training RSG Senior Management Managers Training

Self Exclusion Revocation Committee

(a)	Beau Dietrich	Senior Legal Counsel	02/03/2021	Bachelor of Laws (University of Melbourne) Bachelor of Commerce (University of Melbourne) RSG Training RSG Induction Training
(b)	Luke Overman	General Manager Responsible Gaming (Chair)	1/11/2020	Diploma in Leadership Management RSG Training RSG Senior Management Managers Training
(c)	Craig Walsh	Executive Director Security and Surveillance	1/11/2020	Churchill Fellow Williamson Community Leadership Alumni Master of Education Master of Public Policy and Administration (Distinction) Graduate Diploma in Administration (Distinction) Diploma of Security Risk Management Bachelor of Science National Police Service Medal National Medal Victoria Police Service Medal with clasp RSG Training RSG Senior Management Managers Training RSG Induction Training RSG Training RSG Senior Management Managers Training
(d)	Kate Earl	Responsible Gaming Psychologist	1/11/2020	Member Australian Psychological Society Forensic Psychologist  Current professional activity in addition to Crown Resorts: Family Consultant, Single Expert to Federal Circuit Court and Family Court of Australia Reg 7 (Family Law Regulations 1984) RSG Training RSG Senior Management Managers Training
(e)	Susan McNulty	Responsible Gaming Psychologist	1/11/2020	Bachelor of Behavioural Science (Honours) Registered Psychologist  Member of the Royal Women's Hospital Human Research Ethics Committee RSG Training

				RSG Senior Management Managers Training
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Annexure 2

Former members of the RGMC are:

No	Name	Title	Tenure	Qualifications
(a)	Matthew Christie	Group General Manager Product, Strategy, Innovation	17/03/2016 - 18/12/2019	Graduate Certificate of Applied Business (Swinburne University) Executive Development Program (University of Nevada) RSG Training RSG Senior Management Managers Training
(b)	Debra Tegoni	General Manager Legal & Regulatory Services	17/03/2016 - 05/04/2017	Master of Business Administration (Berkeley Haas) Master of Business Administration (University of Melbourne) Diploma (Graduate Australian Institute of Company Directors) – Company Director's Course Master of Laws; Bachelor of Arts and Laws (University of Melbourne) RSG Induction Training
(c)	Sean Knights	Executive General Manager Table Games	17/03/2016 - 19/09/2019	Diploma Business Studies Executive Leadership program (Nevada) Responsible Gaming (Internal training across 5 casino jurisdictions) RSG Training RSG Senior Management Managers Training RSG Induction Training
(d)	Jason O'Connor	Executive General Manager VIP International Operations	17/03/2016 - 15/12/2016	Bachelor of Business (Accounting major) Graduate Diploma in Applied Finance and Investment Member of the Institute of Chartered Accountants Australia and New Zealand Member of the Australian Institute of Company Directors RSG Training RSG Senior Management Managers Training
(e)	Luke Walker	Executive General Manager Gaming Machines	17/03/2016 - 15/12/2016	Bachelor of Business (Charles Sturt University) Active Certified Club Manager via the Club Managers Association Management Certificate from University of Nevada, Las Vegas Club Operations Diploma at Ryde Hospitality College NSW Licensee qualification from TAFE RSG Training RSG Induction Training
(f)	John Cavanagh	General Manager Gaming	17/03/2016 - 17/03/2016	Emotional Intelligence Leadership Program (Melbourne Business School Mt. Eliza) Project Management (Kepner Tregoe)

		Machines Operations		Management Development Program (Crown College in partnership with RMIT) RSG Training RSG Senior Management Managers Training
(g)	Andrew Bullas	Mahogany Room Manager	17/03/2016 - 20/09/2018	New Generation of Leaders Diploma of Management November 2011 RSG Training RSG Senior Management Managers Training
(h)	Josh Preston	Chief Legal Officer – Australian Resorts	5/04/2017 - 1/09/2020	Bachelor of Laws (University of Queensland) Diploma – Company Directors Course (Australian Institute of Company Directors (AICD)) Certificate in Governance Practice (Governance Institute of Australia) RSG Training
(i)	Joe Bufalino	Responsible Gaming Operations Manager	17/03/2016 - 15/12/2016	Workplace Assessor Certificate IV in Assessment and Workplace Training Train Small Groups Certificate IV in Assessment and Workplace Training Bachelor of Arts Modern Asian Studies (Double Major in Economics and Politics) (Griffith University, Brisbane Queensland) RSG Training
(j)	Leon Pillai	Responsible Gaming Operations Manager	5/04/2017 - 30/01/2020	Diploma in Hotel Management, Hotel and Restaurant Management (Les Roches Global Hospitality Education – Bluche, Switzerland) Diploma in Food and Beverage (Les Roches Global Hospitality Education – Bluche, Switzerland) RSG Training RSG Senior Management Managers Training

Former members of the Self Exclusion Revocation Committee are:

No	Name	Title	Tenure	Qualifications
(a)	Sonja Bauer	Group General Manager Responsible Gaming	01/01/2015 - 01/11/2020	Bachelor of Arts Certificate III in Security Leadership Victoria (Williamson Community Leadership Program Graduate) RSG Training RSG Senior Management Managers Training
(b)	Joseph Bufalino	Responsible Gaming Operations Manager	01/01/2015 - 15/12/2016	Workplace Assessor Certificate IV in Assessment and Workplace Training

				<p>Train Small Groups Certificate IV in Assessment and Workplace Training</p> <p>Bachelor of Arts Modern Asian Studies (Double Major in Economics and Politics) (Griffith University)</p> <p>RSG Training</p>
(c)	John Cavanagh	General Manager Gaming Machines Operations	01/01/2015 - 15/04/2016	<p>Emotional Intelligence Leadership Program (Melbourne Business School Mt. Eliza)</p> <p>Project Management (Kepner Tregoe)</p> <p>Management Development Program (Crown College in partnership with RMIT)</p> <p>RSG Training</p> <p>RSG Senior Management Managers Training</p>
(d)	Andrew Bullas	Mahogany Room Manager	01/01/2015 - 22/09/2020	<p>New Generation of Leaders Diploma of Management November 2011</p> <p>RSG Training</p> <p>RSG Senior Management Managers Training</p>
(e)	Michelle Fielding	Group Executive General Manager Regulatory & Compliance	01/01/2015 - 01/11/2020	<p>Bachelor of Arts and Education</p> <p>Bachelor of Laws – Commercial Law Major (Honours)</p> <p>RSG Training</p> <p>RSG Senior Management Managers Training</p>
(f)	Sean Counihan	Group Manager – Customer Profiles & Reporting	01/01/2015 - 01/11/2020	<p>Diploma of Management</p> <p>RSG Training</p>
(g)	Leon Pillai	Responsible Gaming Operations Manager	5/04/2017 - 30/01/2020	<p>Diploma in Hotel Management, Hotel and Restaurant Management (Les Roches Global Hospitality Education – Bluche, Switzerland)</p> <p>Diploma in Food and Beverage (Les Roches Global Hospitality Education – Bluche, Switzerland)</p> <p>RSG Training</p> <p>RSG Senior Management Managers Training</p>
(h)	Debra Tegoni	EGM Legal & Regulatory Services	17/03/2016 - 05/04/2017	<p>Master of Business Administration (Berkeley Haas)</p> <p>Master of Business Administration (University of Melbourne)</p> <p>Diploma (Graduate Australian Institute of Company Directors) – Company Director’s Course</p> <p>Master of Laws; Bachelor of Arts and Laws (University of Melbourne)</p> <p>RSG Induction Training</p>
(i)	Nicola Hodgson	Director of Surveillance	01/01/2015 - 19/07/2020	<p>Responsible Gaming and Responsible Service of Alcohol certifications that cover the past 19 years of my experience in both VIC and NSW</p> <p>Diploma in Front Line Management</p> <p>Graduate of the Williamson Community Leadership Program 2017 from Leadership Victoria</p>

				RSG Training RSG Senior Management Managers Training RSG Induction Training
(j)	Jan Williamson	General Manager - Legal	01/01/2015 - 01/03/2021	Bachelor of Laws Bachelor of Economics RSG Training RSG Senior Management Managers Training
(k)	Lindsay Maloney	Head of Security	01/02/2016 - 15/08/2018	Graduate of Risk Management for National Security Professionals Training (ANU) Graduate Leadership and PRINCE2 Project Management Practitioner Certificate IV Work Health and Safety Certificate IV Security and Risk Management Certificate IV of Assessment and Workplace Training Certificate III of Policing Certificate III in Investigative Services Certificate III in Security Operations (Armed Guard, Cash in Transit and Close Personal Protection) Certificate III Occupational First Aid (St Johns Ambulance) Certificate II Apply First Aid, Advanced First Aid, Advanced Resuscitation Certificate II in Security Operations (Crowd Controller) Certificate of Telecommunications Systems Engineering Private Security License (Victoria) – Crowd Controller, Armed Guard, Baton and Handcuffs, Investigations, Close Personal Protection and Security Trainer RSG Training RSG Senior Management Managers Training RSG Induction Training
(l)	Peter Lawrence	General Manager - VIP Customer Service	01/01/2015 - 01/11/2020	RSG Training RSG Senior Management Managers Training
(m)	Tom Rickard	General Manager VIP Business Development & Service	01/01/2015 - 01/11/2020	Diploma in Business Management
(n)	Matthew Christie	Group General Manager Product, Strategy, Innovation	01/01/2015 - 01/11/2020	Graduate Certificate of Applied Business (Swinburne University) Executive Development Program (University of Nevada) RSG Training RSG Senior Management Managers Training
(o)	Kierren Gersbach	General Manager	22/02/2016 - 01/11/2020	Diploma Business Management

		Gaming Machines Operations		Executive Development program (Reno-Nevada) Associate Diploma Hospitality Club Management RSG Training RSG Senior Management Managers Training
(p)	Sarina Persall	Director of Security	01/01/2015 - 01/11/2020	Diploma of Management Security Licence RSG Training RSG Senior Management Managers Training
(q)	Joshua Preston	Chief Legal Officer	04/07/2017 - 01/11/2020	Bachelor of Laws (University of Queensland) Diploma – Company Directors Course (Australian Institute of Company Directors (AICD)) Certificate in Governance Practice (Governance Institute of Australia) RSG Training
(r)	Josh Rogers	Director of Surveillance	20/07/2020 - 01/11/2020	Certificate IV in Training and Assessment (TAE 2010) Currently completing New Generation Leadership Course (Crown) RSG Training RSG Senior Management Managers Training RSG Induction Training

Annexure 3Current members of the Crown Resorts Responsible Gaming Committee

No	Name	Date of appointment	Qualifications
(a)	Toni Korsanos	August 2018	Qualifications <ul style="list-style-type: none"> • BEc, CA, GAICD Other committee memberships <ul style="list-style-type: none"> • Chair, Crown Melbourne Limited (since 17 February 2021) • Chair, Audit Committee (since 5 September 2018)
(b)	Helen Coonan	5 March 2021	Qualifications BA, LLB Other committee memberships Member, People Nominations and Remuneration Committee (since 2019) Member, Responsible Gaming Committee (since March 2021) Member, Risk Management Committee (since March 2021) Member, Safety and Sustainability Committee (since March 2021)
(c)	Jane Halton	5 March 2021	Qualifications BA (Hons) Psychology, FIML, FIPAA, NAM, Hon FAAHMS, Hon FACHSE, Hon DLitt (UNSW) Other committee memberships Chair, Risk Management Committee (since 2019) Member, Audit and Corporate Governance Committee (since February 2020) Member, People, Remuneration and Nomination Committee (since March 2021) Member, Responsible Gaming Committee (since March 2021) Member, Safety and Sustainability Committee (since March 2021)
(d)	Nigel Morrison	14 April 2021	Qualifications BCom (Melb), AMP (INSEAD), ASIA, FCPA

Former members of the Crown Resorts Responsible Gaming Committee

No	Name	Tenure	Qualifications
(a)	Rowen Craigie	Appointed: October 2010 Ceased: 28 February 2017	Qualifications <ul style="list-style-type: none"> • BEc (Hons)
(b)	Rowena Danziger	Appointed: October 2010 (on Committee's establishment)	Qualifications <ul style="list-style-type: none"> • BA (ANU), Teachers Certificate (QLD)

No	Name	Tenure	Qualifications
		Ceased: 27 September 2017	
(c)	John Alexander	Appointed: April 2017 Ceased: 18 February 2020	Qualifications <ul style="list-style-type: none"> • BA
(d)	Andrew Demetriou	Appointed: 18 February 2020 Ceased: 12 April 2021	Qualifications <ul style="list-style-type: none"> • Bachelor of Arts – Latrobe University May 1983 • Bachelor of Education – Latrobe University, March 1984 Positions and appointments Chief Executive Officer, Australian Football League – 2003-2014 General Manager – Football, Australian Football League – 2000 – 2002 Managing Director – Ruthinium Group Executive Chairman – Acquire Learning Director – Bastion Group Non-Executive Director – Climate Group Non-Executive Director – Baxter Group
(e)	John Horvath	Appointed: October 2010 (on Committee's establishment) Ceased: 14 April 2021	Qualifications <ul style="list-style-type: none"> • MB, BS (Syd), FRACP, FAAHMS, FRCPA (Hons) Other board / committee experience <ul style="list-style-type: none"> • Chair of Crown Resorts Responsible Gaming Committee • Director, Crown Resorts Limited • Deputy Chair, Crown Resorts Limited

Officers and staff members of Crown who have reported to or undertook work relevant to the Crown Resorts Responsible Gaming Committee's functions

No	Name	Position title
(a)	Mary Manos	Company Secretary and General Counsel - CRL
(b)	Sonja Bauer	Group General Manager Responsible Gaming, Australian Resorts
(c)	Josh Preston	<ul style="list-style-type: none"> • Executive General Manager Legal and Corporate Services, Crown Perth [December 2012, 2015] • AML/CTF Compliance Officer, Crown Melbourne [15 May 2017 - 16 October 2020] • Chief Legal Officer, Crown Resorts
(d)	Melanie Strelein	General Manager Responsible Gaming, Crown Perth
(e)	Andrew Menz	Betfair/CrownBet,
(f)	Debra Tegoni	<ul style="list-style-type: none"> • AML/CTF Compliance Officer, Crown Melbourne [31 October 2014 - 15 May 2017] • Executive General Manager Lega & Regulatory Services, Crown Melbourne

No	Name	Position title
(g)	Joe Bufalino	Crown Melbourne Responsible Gaming Operations Manager
(h)	Lauren Harris	Legal Counsel and Assistant Company Secretary Crown Resorts Crown Resorts Limited
(i)	Ken Barton	Crown Resorts Limited
(j)	Andy Carr	Crown Resorts Limited
(k)	Leon Pillai	Crown Melbourne Responsible Gaming Operations Manager
(l)	Barry Felstead	CEO - Australian Resorts
(m)	David Skene	Head of Legal, Betfair
(n)	Kevin Hong	Senior Manager - Strategy
(o)	Alice Mak	Legal and Governance Counsel, CRL
(p)	Alan McGregor	CFO, Australian Resorts
(q)	Rowan Cameron	GM – Responsible Gaming
(r)	Luke Overman	GM – Responsible Gaming
(s)	Bronwyn Weir	Governance Officer

Annexure 4

Responsible Gaming Register

The Responsible Gaming Register (*The Register*) is an electronic database used by Responsible Gaming personnel to log activities pertaining to the service of responsible gaming at Crown Melbourne.

The electronic database used for the register is the Surveillance Event Entry Register (SEER). SEER is also used by other departments within Crown Melbourne as an event logging database and a repository for intelligence about persons (patrons and employees). Departments that use SEER include:

- Surveillance
- Security
- Responsible Gaming
- Compliance
- Gaming

While there is crossover with regards to access to generic person information and low-level event reporting, SEER access is partitioned based on a user's department and role. This provides a layer of security that ensures only relevant personnel can access role specific and sensitive information.

Event types recorded into The Register by Responsible Gaming personnel are listed in Table 1 below, along with an explanation of each and any changes made to event types. These events are referred to as *Nature of Service*.

For each Nature of Service entry there are mandatory fields which stipulate who referred the event to the Responsible Gaming team (*Referred By*) and any referral to an external service (or other Crown department) subsequent to the Responsible Gaming interaction (*Referral Location*). The *Referred By* and *Referral Location* options are listed in Tables 2 and 3 below, respectively. In addition to this, each event entry has scope for free-text commentary to describe the details of the event/interaction and is linked to the relevant person file. Date/time stamps are also included, and user information is embedded in each entry for auditing purposes.

The register has inbuilt search capabilities allowing end users to locate persons and events. These search fields are accessed in the front-end of SEER and are available to users as per the access determined by their department/role. In addition to this, information entered into SEER is stored in the Corporate Data Warehouse (CDW). Using data mining software, a suite of reports is available to draw historical data from the register. These reports are also available to users based on their department and role. Bespoke reports can also be created by specially trained staff within the organisation.

The reports that Responsible Gaming personnel can generate from the register include, but are not limited to:

- Banned List
- RGA Contact report
- Nature of Service report
- Referral Location report
- Referred By report
- Responsible Gaming Daily Operational Report

Some reports (e.g. Daily Operational Report) are automatically run on a schedule and disseminated throughout the department.

The VCGLR conducts routine audits of Responsible Gaming which include auditing the register. Items included in these audits include:

- The details of RGA contact with patrons
- Interactions with unattended children incidents
- Referrals made to the Chaplaincy and Psychologist

In addition, the VCGLR conducts spot audits of the register and the recording of patron breaches of Self Exclusion.

Table 1:

Nature of Service	Date Added	Date of <u>Name Change</u>	<u>Name Changed From</u>	Description
3rd Party Assistance / Inquiry	-	-	-	All persons requesting Responsible Gaming information on behalf of someone else
3rd Party SE Inquiry	-	-	-	All persons requesting Self Exclusion information on behalf of someone else
Alert Notice Generated	-	-	-	Alert Notice has been generated and circulated to all Casino staff
Attempted Breach	6/04/2018	-	-	A Self Excluded person stopped by security at a gaming floor for attempting to enter
Breach of Self Exclusion	-	-	-	Detected Self Exclusion Breaches
Card Misuse	23/01/2019	-	-	Identifying a person using someone else's

				Crown Rewards Card
Chaplaincy	-	-	-	All interactions regarding chaplaincy program
Complaint	13/04/2021			All patron complaints related to Responsible Gaming
Counselling	-	-	-	Counselling session conducted
Counselling Information	-	-	-	Counselling information requested/ provided
Crown Rewards / Previous Exclusion	-	20/08/2017	Sig. Club / Previous Exclusion	Patrons who indicated previous exclusion from other casinos when signing up as a new member through Crown Rewards
Data Follow up	-	-	-	An interaction conducted on a customer who is part of the S25 data follow up list
Domestic	-	-	-	Altercations between family members
Exclusion Order Served	-	-	-	Exclusion Order served to patron
Exclusion Recommendation to SIU (Security Investigation Unit, formerly	-	-	-	A recommendation submitted to the Security Investigation

SIMU (Security Investigation Management Unit))				Unit to issue an Exclusion Order
Gaming Equipment Damage	-	-	-	Incidents involving damage to Gaming Equipment
GM/TG/Staff & FATG focus	-	29/01/2019	GM & FATG focus	Gaming machine, table game, fully automated table games and casino staff focus whilst canvassing the Casino
GRIP SE	5/05/2017	5/05/2017	GRIP session	Gaming Resumption Information Pack facilitated after successfully revoking Self Exclusion
GRIP TO	5/05/2017	5/05/2017	GRIP session	Gaming Resumption Information Pack facilitated after completion of the 90 day Time Out program
Illegal Act	-	-	-	Any action deemed to be illegal eg. Theft, damage to property
Mail Suspension	17/10/2018	-	-	All advertising and promotional material is suspended from

				being sent to a person
Medical	-	13/10/2018	Medical Emergency	Patron or staff having a medical emergency
Missing Persons	-	-	-	A person reported as missing
Mistaken Identity	11/03/2018	-	-	When a patron is mistaken for another
Observable Signs	-	10/12/2017 - 28/08/2018	Welfare and Observable Signs	Patrons displaying observable signs
Operational Overview	-	-	-	Miscellaneous information regarding the operations in Responsible Gaming Support Centre
Other	-	-	-	These would include all entries that do not fit into any specified 'Nature of Service'
Play Periods	-	-	-	All interactions with patrons regarding length of play
Play Periods Break	4/01/2020			Interactions regarding patrons' length of play when they have taken a break of 6+ hours and return to play
Remote Self-Exclusion	-	-	-	A Self Exclusion that has been facilitated offsite

Report Writer Contact - RGP	-	-	-	Contacts between Responsible Gaming Psychologists and other counsellors
Request for Revocation	-	-	-	An official request to revoke Self Exclusion has been received
Revocation Application	-	-	-	Revocation Application form has been forwarded to the applicant
Revocation Approved	-	-	-	Revocation application approved by the Responsible Gaming Revocation Committee
Revocation Cancelled	-	-	-	Cancellation Revocation of Self Exclusion application due to 12 months no contact
Revocation Declined	-	-	-	Revocation application declined by the Responsible Gaming Revocation Committee
Revocation Follow Up	-	-	-	Follow up call made after 3 months of revoking Self Exclusion
Revocation Information	-	-	-	All contacts regarding

				Revocation not including the request, application, approved, pending, denied, cancelled, follow up and paperwork received
Revocation Interview	7/01/2020			When a revocation applicant attends a Revocation Interview with a Responsible Gaming Advisor
Revocation Paperwork Received	-	-	-	Revocation paperwork such as application or report that has been received
RG WOL	1/07/2019	-	-	RG Welfare WOL issued and served to the person
Seeking other Assistance	-	-	-	Interactions where a person has requested assistance with a non-Responsible Gaming matter
Self Exclusion	-	-	-	A Self Exclusion that has been conducted and processed
Self Exclusion Alleged Breach	-	-	-	Verbal information received about a person allegedly breaching their

				Self Exclusion Order
Self Exclusion follow up	-	-	-	Follow up call made after 3 months of Self Excluding
Self Exclusion Information	-	-	-	All interactions regarding information relating to Self Exclusions
Self Harm / Suicide / Deceased	-	7/01/2016	Self Harm / Suicide	Interactions that involves self harm, suicide or a deceased person
Time Out	29/01/2017	-	-	A Time Out program that has been conducted and processed
Time Out Breach	19/06/2017	-	-	A person who has breached their Time Out agreement
TPE Application	1/07/2019			Third Party Exclusion application successfully submitted to be reviewed by the TPE committee
TPE Application Received	9/10/2019			Third Party Exclusion Received
TPE Approved		8/10/2019	TPE	Third Party Exclusion approved, issued and served to a person
TPE Declined	8/10/2019			Third Party application declined by the

				Third Party Exclusion Committee
TPE Information	1/07/2019			All interactions regarding information relating to Third Party Exclusion
Unattended Child	-	-	-	A child found unattended on Crown premises
Unpaid Parking	-	-	-	A person unable to pay for parking
VCGLR Appeal	-	28/09/2017	VCGR Appeal	An official appeal of Self Exclusion Order to the Victorian Commission for Gambling and Liquor Regulation
VCGLR Appeal declined	-	28/09/2017	VCGR Appeal declined	Appeal of Self Exclusion Order to the Victorian Commission for Gambling and Liquor Regulation has been declined
VCGLR Appeal upheld	-	28/09/2017	VCGR Appeal upheld	Appeal of Self Exclusion Order to the Victorian Commission for Gambling and Liquor Regulation has been successful
VCGLR Audit	28/11/2018	-	-	Responsible Gaming is audited by the VCGLR
Website Enquiry	19/03/2018	-	-	Information received about a

				complaint through our website
Welfare	-	10/12/2017 - 16/08/2018	Welfare and Observable Signs	Welfare check on a patron
WOL	-	-	-	All interactions regarding patrons issued with a Withdrawal of Licence
WOL recommendation to SIU (Security Investigation Unit, formerly SIMU (Security Investigation Management Unit))		-		A recommendation submitted to the Security Investigation Unit to issue a Withdrawal of Licence

Table 2:

Referred By
AHA
Cage & Count
Car Parks
Cleaning Services
Compliance
Crown Perth
Crown Rewards
First Aid
Food & Beverage
Gaming Machines
Guest Services
Host
Hotels
Law Enforcement
Maintenance
MIS
Responsible Gaming
Security

Self
Splunk
Surveillance
Table Games
Third Party
Unknown
VCGLR

Table 3:

Referral Location
AHA
Chaplaincy
Chinese Peer Connection (East)
Crown Perth
Emergency Housing
Gaming Machines
GH City
GH Eastern
GH Northern
GH Regional
GH Southern
GH Western
GHTel Service
Host
Legal
No Referral
RGA
RGC
RGP
Security
Student Care Service
Table Games
VCGLR
Vic Pol
Vietnamese (AVWA)

Annexure 5

Reports considered by the Crown Melbourne Board in the past five years dealing with the responsible service of gaming:

	Date Presented to Board	Document Title	Document ID
1.	24 February 2016	Minutes of Meeting of the Responsible Gaming Committee held on 17 February 2016	CRW.508.002.1615 (Minutes of RGC) CRW.502.002.0926 at 0927 (Board Minutes)
2.	24 February 2016	Memorandum to Board of Directors – Crown Melbourne Limited – Delegation of Power under section 72 of the Casino Control Act 1991 (Vic) ("Act") to enable relevant Crown Perth employees to witness and issue Crown Melbourne Limited Self-Exclusion Orders	CRW.508.002.2781 (Memorandum) CRW.502.002.0926 at 0927 (Board Minutes)
3.	25 May 2016	Minutes of Meeting of the Responsible Gaming Committee held on 12 April 2016	CRW.508.002.2794 (Minutes of RGC) CRW.502.002.0670 at 0673 (Board minutes)
4.	25 May 2016	Crown Melbourne Limited Current Issues paper (Retirement of PlaySafe – loss limits)	CRW.508.001.9342 at 9346 (Issues Paper) CRW.502.002.0670 at 0672 (Board minutes)
5.	16 August 2016	Minutes of Meeting of the Responsible Gaming Committee held on 8 June 2016	CRW.508.002.2798 (Minutes of RGC) CRW.502.002.1034 at 1036 (Board Minutes)
6.	16 August 2016	Minutes of Meeting of the Responsible Gaming Committee held on 9 August 2016	CRW.508.002.2844 (Minutes of RGC) CRW.502.002.1034 at 1036 (Board Minutes)
7.	16 August 2016	Crown Melbourne Limited Current Issues paper (Retirement of PlaySafe – loss limits)	CRW.508.001.9327 at 9333 (Issues Paper) CRW.502.002.1034 at 1035 (Board Minutes)
8.	15 December 2016	Minutes of Meeting of the Responsible Gaming Committee held on 17 November 2016	CRW.508.002.1618 (Minutes of RGC) CRW.502.002.0929 at 0930 (Board Minutes)
9.	22 February 2017	Minutes of Meeting of the Responsible Gaming Committee held on 15 February 2017	CRW.508.002.1611 (Minutes of RGC) CRW.502.002.1171 at 1173 (Board Minutes)

10.	21 June 2017	Minutes of Meeting of the Responsible Gaming Committee held on 10 April 2017	CRW.508.002.2806 (Minutes of RGC) CRW.502.002.1314 at 1315 (Board Minutes)
11.	3 August 2017	Minutes of Meeting of the Responsible Gaming Committee held on 24 July 2017	CRW.508.002.1622 (Minutes of RGC) CRW.502.002.1180 at 1182 (Board Minutes)
12.	3 August 2017	Crown Melbourne Limited Current Issues paper (Gaming Machine Harm Minimisation Review – Consultation Paper)	CRW.508.001.8153 at 8164 (Issues paper) CRW.502.002.1180 at 1181 (Board Minutes)
13.	13 December 2017	Minutes of Meeting of the Responsible Gaming Committee held on 16 November 2017	CRW.507.010.8778 (Minutes of RGC) CRW.502.002.1305 at 1307 (Board Minutes)
14.	13 December 2017	Crown Melbourne Limited Current Issues paper (Mark Robley allegations relating to RSG between Perth and Melbourne; VCGLR Change of Self-Exclusion Position; Responsible Gambling Ministerial Advisory Council (RGMAC) – Working Group; Joint Self-Exclusion Crown Melbourne and Crown Perth; National Consumer Protection Framework for Online Wagering; Gambling Legislation Amendment Bill 2017 and the Gambling Regulation Amendment (Gaming Machine Arrangements) Bill 2017)	CRW.508.001.8181 at 8192 – 8193 (Issues Paper) CRW.502.002.1305 at 1305 (Board Minutes)
15.	21 February 2018	Minutes of Meeting of the Responsible Gaming Committee held on 16 November 2017	CRW.508.002.1607 (Minutes of RGC) CRW.502.002.2358 at 2359 (Board Minutes)
16.	21 February 2018	Crown Melbourne Limited Current Issues paper (Responsible Gambling Ministerial Advisory Council (RGMAC) – Working Group; Incident in the Responsible Gaming Support Centre (RGSC), 19 January 2018; Joint Self-Exclusion Crown Melbourne and Crown Perth)	CRW.508.001.8216 at 8227 (Issues paper) CRW.502.002.2358 at 2358 (Board Minutes)
17.	20 June 2018	Minutes of Meeting of the Responsible Gaming Committee held on 14 February 2018	CRW.508.002.2790 (Minutes of RGC)

18.	20 June 2018	Minutes of the Meeting of the Responsible Gaming Committee held on 31 May 2018	CRW.508.002.2840 (Minutes of RGC)
19.	20 June 2018	Crown Melbourne Regulatory and Governance Update – June 2018 (RSG – Crown Model; Responsible Gaming Support Centre – Staffing; Victorian Responsible Gambling Foundation)	CRW.508.002.1579 at 1587 – 1589 (Update paper)
20.	8 August 2018	Crown Melbourne Regulatory and Governance Update – June 2018 (RSG – Crown Model; Chill Gaming Products; Victorian Responsible Gaming Foundation (VRGF); Cross Property Self Exclusion)	CRW.508.002.0528 at 0535 – 0536 (Update paper) CRW.502.002.1677 at 1679 (Board Minutes)
21.	8 August 2018	Minutes of the Meeting of the Responsible Gaming Committee held on 1 August 2018	CRW.508.002.1625 (Minutes of RGC) CRW.502.002.1677 at 1680 (Board Minutes)
22.	8 August 2018	Memorandum to Crown Melbourne Board – Crown Melbourne – Sixth Review of Casino Licence under section 25 of the Casino Control Act 1991 (Vic) (Significant focus on Responsible Gaming; Crown's response to the report)	CRW.508.002.0904 at 0903 (Memorandum) CRW.502.002.1677 at 1680 (Board Minutes)
23.	8 August 2018	Crown Melbourne Regulatory and Governance Update – July 2018 (RSG – Crown Model; Chill Gaming Products; Victorian Responsible Gaming Foundation (VRGF); Cross Property Self Exclusion)	CRW.508.002.0528 at 0535 – 0536 (Update) CRW.502.002.1677 at 1678 (Board Minutes)
24.	26 November 2018	Minutes of the Meeting of the Responsible Gaming Committee held on 26 September 2018	CRW.508.002.2802 (Minutes of RGC) CRW.502.002.2347 at 2351 (Board Minutes)
25.	26 November 2018	Minutes of the Meeting of the Responsible Gaming Committee held on 15 November 2018	CRW.508.002.2832 (Minutes of RGC) CRW.502.002.2347 at 2351 (Board Minutes)

26.	26 November 2018	Crown Melbourne Regulatory and Governance Update – October 2018 (RSG – Cross Property Self Exclusion; Gaming and Responsible Gaming Interactions – Play Periods; Crown Model; Harm Minimisation Campaigns; Gambling Harm Awareness Week; Victorian Responsible Gambling Foundation (VRGF); Responsible Gambling Ministerial Advisory Council (RGMAC))	CRW.508.002.1659 at 1666 - 1668 (Update) CRW.502.002.2347 at 2350 (Board Minutes)
27.	26 November 2018	Memorandum to Crown Melbourne Board – Crown Melbourne dated 20 November 2018 – Sixth Review of Casino Licence under section 25 of the Casino Control Act 1991 (Vic) - Update Report (Progress of various RSG related recommendations) Table of recommendations relating to RSG	CRW.508.002.1744 (Memorandum) CRW.508.002.1763 (Table) CRW.502.002.2347 at 2351 (Board Minutes)
28.	12 February 2019	Regulatory and Governance Update – February 2019 (RSG – Section 25 Review; Cross Property Self Exclusion; Gaming and Responsible Gaming Interactions – Play Periods; Crown Model; Harm minimisation campaigns; Victorian Responsible Gambling Foundation; Responsible Gambling Ministerial Advisory Council (RGMAC); Internal Audit Activity; Community Engagement Group; Responsible Gaming Advisory Panel)	CRW.508.002.0681 at 0691-0694 (Minutes of RGC) CRW.502.002.3059 at 3062-3064 (Board Minutes)
29.	12 February 2019	Memorandum to Crown Melbourne Board – Crown Melbourne dated 20 November 2018 – Sixth Review of Casino Licence under section 25 of the Casino Control Act 1991 (Vic) - Update Report (Progress of various RSG related recommendations) Section 25 Update – Recommendation Table	CRW.508.002.0914 (Memorandum) CRW.508.002.0971 (Table) CRW.502.002.3059 at 3064 (Board Minutes)
30.	7 June 2019	Minutes of the Meeting of the Responsible Gaming Committee held on 12 February 2019	CRW.508.002.1592 (Minutes of RGC) CRW.502.002.3051 at 3056 (Board Minutes)
31.	7 June 2019	Minutes of the Meeting of the Responsible Gaming Committee held on 3 April 2019	CRW.508.002.1741 (Minutes of RGC) CRW.502.002.3051 at 3056 (Board Minutes)

32.	7 June 2019	Minutes of the Meeting of the Responsible Gaming Committee held on 29 May 2019	CRW.507.002.7457 (Minutes of RCG) CRW.502.002.3051 at 3056 (Board Minutes)
33.	7 June 2019	Regulatory and Governance Update – May 2019 (RSG – Section 25 Review Recommendations; Crown Model; Victorian Responsible Gambling Foundation (VRGF); Responsible Gambling Ministerial Advisory Council (RGMAC); Internal Audit Activity; Responsible Gaming Advisory Panel; Australasian Gaming Council (AGC); Liquor and Gaming and the Office of Responsible Gambling (NSW); VCGLR – approval of Responsible Service of Gaming (RSG) Training).	CRW.508.002.0716 (Update) CRW.502.002.3051 at 3056 (Board Minutes)
34.	7 June 2019	Memorandum to Crown Melbourne Board – Crown Melbourne dated 30 May 2019 – Sixth Review of Casino Licence under section 25 of the Casino Control Act 1991 (Vic) - Update Report (Progress of various RSG related recommendations) attaching the Section 25 Update – Recommendation Table	CRW.508.002.0915 (Memorandum and attached table) CRW.502.002.3051 at 3055 (Board Minutes)
35.	13 August 2019	Minutes of the Meeting of the Responsible Gaming Committee held on 12 June 2019	CRW.508.002.2788 (Minutes of RGC) CRW.502.002.2844 at 2849 (Board Minutes)
36.	13 August 2019	Regulatory and Governance Update – August 2019 (RSG – Section 25 Review Recommendations; Crown Model; Stakeholder Engagement; Responsible Gaming Advisory Panel) with attachments.	CRW.508.002.1630 at 1636 (Update) CRW.502.002.2844 at 2847 (Board Minutes)

37.	13 August 2019	Memorandum to Crown Melbourne Board – Crown Melbourne dated 6 August 2019 – Sixth Review of Casino Licence under section 25 of the Casino Control Act 1991 (Vic) - Update Report (Progress of various RSG related recommendations) with attachments	<p>CRW.508.002.1781 (Memorandum)</p> <p>CRW.507.001.6111 (Attachment – Section 25 Recommendation 10)</p> <p>CRW.507.001.6563 (Attachment – Section 25 Recommendation 11)</p> <p>CRW.507.001.6873 (Attachment – Section 25 Recommendation 12)</p> <p>CRW.507.001.6959 (Attachment – Section 25 Recommendation 13)</p> <p>CRW.507.001.7004 (Attachment – Section 25 Recommendation 14)</p> <p>CRW.502.002.2844 at 2849 (Board Minutes)</p>
38.	3 December 2019	Minutes of the Meeting of the Responsible Gaming Committee held on 9 October 2019	<p>CRW.507.010.8749 (Minutes of the RGC)</p> <p>CRW.502.002.2858 at 2863 (Board Meeting)</p>
39.	3 December 2019	Regulatory and Governance Update – November 2019 (RSG – Section 25 Review Recommendations; Stakeholder Engagement; Responsible Gambling Ministerial Advisory Panel (RGMAC); Victorian Responsible Gambling Foundation (VRGF); Australasian Gaming Council; Crown Melbourne Gambling Harm Awareness Week; Responsible Gaming Advisory Panel; Regulatory – Responsible Gaming Code of Conduct; VCGLR – Approval of Responsible Service of Gaming (RSG) Training)	<p>CRW.508.002.0793 at 0800 - 0802 (Update)</p> <p>CRW.502.002.2858 at 2862 (Board Meeting)</p>
40.	3 December 2019	Memorandum to Crown Melbourne Board – Crown Melbourne dated 26 November 2019 – Sixth Review of Casino Licence under section 25 of the Casino Control Act 1991 (Vic) - Update Report (Progress of various RSG related recommendations) with attached table of recommendations	<p>CRW.508.002.0953 (Memorandum with attached table)</p> <p>CRW.502.002.2858 at 2863 (Board Meeting)</p>

41.	11 February 2020	Minutes of the Meeting of the Responsible Gaming Committee held on 4 December 2019	CRW.508.002.1603 (Minutes of RGC) CRW.502.002.4210 at 4214 (Board Minutes)
42.	11 February 2020	Regulatory and Governance Update – January 2020 (RSG – Section 25 Review Recommendations; Crown Model; Stakeholder Engagement; Responsible Gambling Ministerial Advisory Panel (RGMAC); Victorian Responsible Gambling Foundation (VRGF); Australasian Casino Responsible Gaming Forum; National Association for Gambling Studies (NAGS); Responsible Gaming Advisory Panel; Regulatory – Responsible Gaming Code of Conduct; VCGLR – Approval of Responsible Service of Gaming (RSG) Training)	CRW.508.002.0699 at 0705 – 0707 (Update) CRW.502.002.4210 at 4213 (Board Minutes)
43.	11 February 2020	Memorandum to Crown Melbourne Board – Crown Melbourne dated 4 February 2020 – Sixth Review of Casino Licence under section 25 of the Casino Control Act 1991 (Vic) - Update Report (Progress of various RSG related recommendations) with attached table of recommendations	CRW.508.002.0912 (Memorandum with attached table) CRW.502.002.4210 at 4214 (Board Minutes)
44.	9 June 2020	Minutes of the Meeting of the Responsible Gaming Committee held on 11 February 2020	CRW.507.002.8016 (Minutes of RGC) CRW.502.002.4021 at 4026 (Board Minutes)
45.	9 June 2020	Minutes of the Meeting of the Responsible Gaming Committee held on 1 April 2020	CRW.507.002.7927 (Minutes of RGC) CRW.502.002.4021 at 4026 (Board Minutes)
46.	9 June 2020	Regulatory and Governance Update – May 2020 (Casino Closure – Impact on RG and Re-Opening Activities; Responsible Gaming Advisory Panel; Responsible Gaming Alignment – VIP Entry; Stakeholder Engagement; Regulatory Updates – VCGLR – Approval of Responsible Service of Gaming (RSG) Training)	CRW.508.002.0729 at 0736 - 0739 (Update) CRW.502.002.4021 at 4024 (Board Minutes)

47.	9 June 2020	Memorandum to Crown Melbourne Board – Crown Melbourne dated 2 June 2020 – Sixth Review of Casino Licence under section 25 of the Casino Control Act 1991 (Vic) - Update Report (Progress of various RSG related recommendations) with attached table of recommendations	CRW.508.002.0843 (Memorandum and attached table) CRW.502.002.4021 at 4026 (Board Minutes)
48.	11 August 2020	Minutes of the Meeting of the Responsible Gaming Committee held on 10 June 2020	CRW.508.002.2784 (Minutes of RGC)
49.	11 August 2020	Regulatory and Governance Update – July 2020 (Casino Closure – Impact on RG and Re-Opening Activities; Section 25 Review Recommendations; General Manager – Responsible Gaming; Responsible Gaming Advisory Panel; Stakeholder Engagement – Responsible Gambling Ministerial Advisory Council (RGMAC), Australasian Casino Responsible Gaming Forum, YourPlay; Regulatory updates – New Minister)	CRW.508.002.1642 at 1651-1654 (Update)
50.	11 August 2020	Memorandum to Crown Melbourne Board – Crown Melbourne dated 7 August 2020 – Sixth Review of Casino Licence under section 25 of the Casino Control Act 1991 (Vic) - Update Report (Progress of various RSG related recommendations) with attached table of recommendations	CRW.508.002.1745 (Memorandum with attached table)
51.	1 December 2020	Minutes of the Meeting of the Responsible Gaming Committee held on 20 November 2020	CRW.508.002.1599 (Minutes or RGC) CRW.508.002.6094 at 6099 (** draft Board Minutes)
52.	1 December 2020	Regulatory and Governance Update – November 2020 (Casino Re-Opening; Section 25 Review Recommendations; General Manager Responsible Gaming; Responsible Gaming Advisory Panel; Self Exclusion and Involuntary Exclusion Revocation; Stakeholder Engagement – Victorian Responsible Gambling Foundation (VRGF), Australasian Casino Responsible Gaming Forum, Gambling Harm Awareness Week (GHAW); Regulatory updates - Responsible Gaming Statistics, Bankruptcy, Advanced Responsible Gaming Training).	CRW.508.002.0808 (Update) CRW.508.002.6094 at 6098 (** draft Board Minutes)

53.	1 December 2020	Memorandum to Crown Melbourne Board – Crown Melbourne dated 27 November 2020 – Sixth Review of Casino Licence under section 25 of the Casino Control Act 1991 (Vic) - Update Report (Progress of various RSG related recommendations). Table of recommendations.	CRW.508.002.0861 (Memorandum) CRW.508.002.1007 (Table) CRW.508.002.6094 at 6098 (** draft Board Minutes)
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Reports considered by the Crown Resorts Limited Board in the past five years dealing with the responsible service of gambling

Crown Resorts Limited's Board received the minutes of the Crown Melbourne Responsible Gaming Committee and annexed Reports referred to in response to Question 1 above. To the extent they are already referred to above, they are not repeated below.

	Date Presented to Board	Document Title	Document ID
	16 August 2016	Chief Executive Officer's Report – 16 August 2016 (Retirement of PlayFair – Bet Limits)	CRW.507.007.0071 at 0082 (CEO Report) CRW.507.003.2081 at 2084 (Board Minutes)
	19 October 2016	Chief Executive Officer's Report – 19 October 2016 (Correspondence from VCGLR regarding recommendation 5 of s 25 Casino Review; Discussion paper on proposed national consumer protection framework; CrownBet's interactive and dedicated responsible gambling website)	CRW.507.007.3096 at 3107; 3113 (CEO Report) CRW.507.003.3009 at 3011 (Board Minutes)
	14 December 2016	Chief Executive Officer's Report – 14 December 2016 (Membership of Responsible Wagering Australia; Proposed national consumer protection framework; Responsible Gambling Awareness Week activities)	CRW.507.008.0577 at 0595 (CEO Report) CRW.507.003.3371 at 3378 (Board Minutes)
	27 April 2017	Chief Executive Officer's Report – 27 April 2017 (Gambling advertising in sport)	CRW.507.008.3874 at 3892 (CEO Report) CRW.507.003.4311 at 4319 (Board minutes)
	21 June 2017	Chief Executive Officer's Report – 21 June 2017 (Gambling advertising during live sport)	CRW.507.002.3169 (CEO Report) CRW.507.003.4803 at 4809 (Board Minutes)

3 August 2017	Chief Executive Officer's Report – 3 August 2017 (Gaming Machine Harm Minimisation Review – Consultation Paper; Gambling advertising during live sport)	CRW.507.002.3139 at 3157-3158; 3164 (CEO Report) CRW.507.010.8477 at 8487 (Board Minutes)
25 October 2017	Chief Executive Officer's Report – 25 October 2017 (Gaming Machine Harm Minimisation Review – Consultation Paper; National Consumer Protection Framework; Gambling advertising during live sport; Victoria – Static Advertising)	CRW.507.002.3195 at 3213; 3219 (CEO Report) CRW.507.003.5984 at 5987 (Board Minutes)
13 December 2017	Chief Executive Officer's Report – 13 December 2017 (██████████ allegations and review of self-exclusion practices; VCGLR Change of Self-Exclusion Position; Responsible Gambling Ministerial Advisory Council (RGMAC) – Working Group; Joint Self-Exclusion Crown Melbourne and Crown Perth; National Consumer Protection Framework for Online Wagering; Gambling Legislation Amendment Bill 2017 and the Gambling Regulation Amendment (Gaming Machine Arrangements) Bill 2017; Section 25 Review; National Consumer Protection Framework (NCPF), Interactive Gambling Amendment Act)	CRW.507.001.8973 at 8992; 8999 (CEO Report) CRW.507.003.6224 at 6229 (Board Minutes)
21 February 2018	Chief Executive Officer's Report – 16 February 2018 (Responsible Gambling Ministerial Advisory Council (RGMAC) – Working Group; Incident in the Responsible Gaming Support Centre (RGSC), 19 January 2018; Joint Self-Exclusion Crown Melbourne and Crown Perth; National Consumer Protection Framework (NCPF); Prohibition on credit betting; In-play wagering – multi day sporting events)	CRW.507.002.3224 at 3244; 3250-3251 (CEO Report) CRW.507.003.6924 at 6932 (Board Minutes)
21 February 2018	Memorandum – Review of Committee Charters (16 February 2018) Review of Responsible Gaming Committee Charter	CRW.507.002.8294 (Memorandum) CRW.507.002.8797 (Revised Charter) CRW.507.003.6924 at 6933 (Board Minutes)
2 May 2018	Chief Executive Officer's Report – 2 May 2018 (Security Services and Responsible Gaming – Facial Recognition; Responsible Gambling	CRW.507.001.2954 at 2976 (CEO Report)

	Ministerial Advisory Council (RGMAC) – Responsible Gambling Codes of Conduct)	CRW.507.003.7361 at 7362 (Board Minutes)
20 June 2018	Crown Resorts Limited – Regulatory Update (Proposal to restrict cash transactions)	CRW.507.002.6373 at 6373 (Regulatory Update) CRW.507.011.4571 at 4576 (Board Minutes)
20 June 2018	Chief Executive Officer’s Report – 20 June 2018 (RSG Crown Model; Responsible Gaming Support Centre – staffing; RSG Statistics; National Consumer Protection Framework (NCPF); New restrictions on wagering advertising in NSW)	CRW.507.001.4214 at 4231; 4234 (CEO Report) CRW.507.011.4571 at 4572 (Board Minutes)
8 August 2018	Chief Executive Officer’s Report – August 2018 (Proposal to Restrict Cash Transactions)	CRW.507.001.4177 (CEO Report) CRW.507.003.8196 at 8198 (Board Minutes)
31 October 2018	Chief Executive Officer’s Report – October 2018 (EGM Your Play Pre-Commitment; Proposal to Restrict Cash Transactions; Changes to Responsible Gambling Codes of Conduct; Section 25 Review (Responsible Gaming Recommendations); Cross Property Self-Exclusion; Responsible Gambling Advisory Panel; Community Engagement Group; Gaming and Wagering Commission – Responsible Service of Gambling Focus; IGT Advantage System; National Consumer Protection Framework)	CRW.507.001.3062 at 3078-3080; 3089; 3096 (CEO Report) CRW.507.004.0304 at 0305 (Board Minutes)
11 December 2018	Memorandum to the Board (Crown Reports Limited) – Crown Melbourne – Sixth Review of Casino Licence under Section 25 of the Casino Control Act 1991 (VIC) (“Sixth Review”) – Update Report Section25 - Recommendations Table – As at 3 December 2018	CRW.507.002.1155 (Memorandum) CRW.507.002.1355 (Table) CRW.507.004.0557 at 0560-0561 (Board Minutes)
11 December 2018	Chief Executive Officer’s Report – December 2018 (Proposal to Restrict Cash Transactions; EGM YourPlay Pre-Commitment; Section 25 Review; Gaming and Wagering Commission – Responsible Service of Gambling Focus)	CRW.507.001.2988 at 3002; 3004; 3005 (CEO Report) CRW.507.004.0557 at 0559 (Board Minutes)

	19 February 2019	Chief Executive Officer's Report – February 2019 (Crown Melbourne - EGM Continuous Play; EGM YourPlay Pre-Commitment; Section 25 Review; Crown Perth - Gaming and Wagering Commission – Responsible Service of Gambling Focus; IGT Advantage System – Lucky Number Jackpot and Carded Lucky Rewards; Gaming Initiatives; Australian Resorts - Cross Property Self Exclusion)	CRW.507.001.5355 at 5372-5373 (CEO Report) CRW.507.004.1169 (Board Minutes)
	17 April 2019	Chief Executive Officer's Report – April 2019 (Crown Melbourne - EGM Continuous Play; EGM YourPlay Pre-Commitment; Section 25 Review; Australian Resorts - Section 25 Review Recommendations; Responsible Gaming Advisory Panel; Crown Perth - IGT Advantage System – Lucky Number Jackpot and Carded Lucky Rewards; Gaming Initiatives).	CRW.507.001.3024 at 3043-3044; 3039 (CEO Report) CRW.507.004.1776 at 1777; 1783 (Board Minutes)
	12 June 2019	Chief Executive Officer's Report – June 2019 (Crown Melbourne - EGM Continuous Play; EGM YourPlay Pre-Commitment; Australian Resorts - Proposal to Restrict Cash Transactions; Section 25 Review Recommendations; Responsible Gaming Advisory Panel; Victorian Responsible Gambling Foundation (VRGF); Responsible Gambling Ministerial Advisory Council (RGMAC) (Vic); The Department of Justice and Community Safety (DJCS) (Vic); Liquor and Gaming and the Office of Responsible Gambling (NSW); Crown Perth - IGT Advantage System – Lucky Number Jackpot and Carded Lucky Rewards; Gaming Initiatives)	CRW.507.001.8784 at 8805-8806 (CEO Report) CRW.507.004.3083 at 3091 (Board Minutes)
	20 August 2019	Chief Executive Officer's Report – August 2019 (Crown Melbourne - EGM Continuous Play; Crown Perth - Cashless - Use of EFTPOS; Western Australian Appendix to the Australian/New Zealand Gaming Machine National Standards 2016)	CRW.507.002.0883 at 0900-0901 (CEO Report) CRW.507.004.4577 at 4593 (Board Minutes)

23 October 2019	Chief Executive Officer's Report – October 2019 (Crown Perth - Cashless - Use of EFTPOS; Western Australian Appendix to the Australian/New Zealand Gaming Machine National Standards 2016)	CRW.507.001.7280 at 7297 (CEO Report) CRW.507.004.5455 at 5464 (Board Minutes)
19 December 2019	Chief Executive Officer's Report – December 2019 (Crown Melbourne - Section 25 Review Recommendations; Crown Perth - Cashless - Use of EFTPOS; Western Australian Appendix to the Australian/New Zealand Gaming Machine National Standards 2016)	CRW.507.001.5323 at 5343 (CEO Report) CRW.507.004.6047 at 6055 (Board Minutes)
18 February 2020	Chief Executive Officer's Report – February 2020 (Crown Perth - Cashless - Use of EFTPOS)	CRW.518.004.4813 at 4832 (CEO Report) CRW.518.004.4929 at 4940 (Board Minutes)
18 February 2020	Responsible Gaming Committee Summary for Board Meeting 180220 (Crown Perth Initiatives; Section 25 Review Recommendations; Australia banking Association Consultation Paper)	CRW.518.004.4680 (Summary of Responsible Gaming Committee Meeting)
15 April 2020	Responsible Gaming Committee Summary for Board April Meeting (Responsible Gaming Framework; Betfair; Australian Resorts)	CRW.518.004.5485 (Summary of Responsible Gaming Committee Meeting) CRW.400.002.5203 at 5210 (Board Minutes)
15 April 2020	Legal and Regulatory Update Paper (privileged and confidential) (Crown Perth - Cashless - Use of EFTPOS)	CRW.518.004.5436 at 5440
16 June 2020	Chief Executive Officer's Report – June 2020 (Digital Payment and Virtual Account Technology - WA Cashless - Use of EFTPOS)	CRW.518.004.5806 at 5810 (CEO Report) CRW.400.002.7330 at 7333; 7338 (Board Minutes)
16 June 2020	Crown Perth Board Summary for June Board Meeting (Part C - Regulatory and Governance Updates)	CRW.518.004.5852 (Summary of Crown Perth Board Meeting)
18 August 2020	Chief Executive Officer's Report – August 2020 (Digital Payment and Virtual Account Technology - Crown Perth EFTPOS at the table; Digital Payment Proof of Concept; New South Wales Technology Working Group)	CRW.507.001.6437 at 6440-6441 (CEO Report) CRW.400.002.5246 at 5248 (Board Minutes)

	18 August 2020	Legal and Regulatory Update Paper (privileged and confidential) (Crown Perth - Cashless - Use of EFTPOS)	CRW.507.002.5961 at 5963
	18 August 2020	Crown Perth Board Summary for June Board Meeting (Regulatory and Governance update; Other matters)	CRW.507.009.5840 (Summary of Crown Perth Board Meeting)
	18 August 2020	RSG Committee Summary for August Board Meeting (Responsible Gaming Framework; Crown Sydney; Crown Melbourne Licence Review)	CRW.507.012.0994 (Summary of Responsible Gaming Committee)
	21 October 2020	Chief Executive Officer's Report – October 2020 (Digital Payment and Virtual Account Technology - Crown Perth - EFTPOS at the table; Digital Payment Proof of Concept; New South Wales Technology Working Group)	CRW.507.001.6448 at 6451-6452 (CEO Report) CRW.507.010.8131 (Board Minutes)
	21 October 2020	Legal and Regulatory Update Paper (privileged and confidential) (Crown Perth - Cashless - Use of EFTPOS; Rapid Fusion; SG Gaming - Fusion Double Zero Roulette)	CRW.518.004.7391 at 7396
	9 December 2020	Chief Executive Officer's Report – December 2020 (Digital Payment and Virtual Account Technology - Crown Perth - EFTPOS at the table; Digital Payment Proof of Concept)	CRW.518.004.9047 at 9050 (CEO Report) CRW.518.004.6777 at 6783 (Board Minutes)
	9 December 2020	Legal and Regulatory Update Paper (privileged and confidential) (Crown Melbourne - VCGLR Section 25 Review Recommendations; Crown Perth - Electronic Gaming Machines - Speed of Play; Cashless - Use of EFTPOS)	CRW.518.004.9203
	9 December 2020	RSG Committee Summary for December Board Meeting (Australian Resorts; Responsible Gaming Framework; Crown Melbourne Licences Review Betfair)	CRW.507.012.0995

Confidential Annexure 1

Name	
Sonja Bauer	
Luke Overman	
Andrew Krekoukias	
Jenny Tchiang	
Victoria Mack	
Mark Olsen	
Joseph Cheng	
Leon Pillai	
Joseph Bufalino	
Brendan Le	
Nina Mavrokefalos	

