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Crown Resorts

Proposal: Organisational Culture Review

October 2020

Deloitte.

Crown Resorts Limited
Crown Towers
8 Whiteman Street,
Southbank, Victoria, 3006

09 October 2020

Dear Ken,

Thank you for inviting Deloitte to submit a proposal to support Crown Resorts Limited with a review of its organisational culture. A thorough and reliable assessment of your culture will provide valuable insight into how your culture accelerates your strategy and risk management. It will also expose areas where the alignment of behaviour and expectations can be strengthened to ensure the culture continues to foster respect, passion and collaboration, and support your team's commitment to 'do right' by their colleagues, customers, community and the company.

Our team of specialists bring deep experience in assessing organisational culture and delivering culture change programs across multiple sectors. Together, we have led the design and delivery of culture measurement across many financial services companies, giving executives and directors key insights into vulnerabilities and opportunities across their business. Deloitte is well placed to support Crown in this important project.

We look forward to working with you on this important engagement and would be happy to discuss any components in detail to support you progressing this activity. Please do not hesitate to contact Victoria (███████) or Michael (███████) should you wish to discuss any aspect of this proposal further.

Yours sincerely

Victoria Whitaker
Partner

Michael Williams
Partner

CONTENTS

Executive Summary

Crown is under unprecedented economic and regulatory pressure. With an 80% drop in revenue due to COVID-19, Crown has had to furlough the majority of its people. At the same time, Crown is facing into a regulatory inquiry examining the extent to which criminal activity occurs at its premises.

Crown recognises the important role culture plays in delivering your strategy, supporting sound risk management and enabling you to continue to meet the expectations of your people, customers, regulators and the community. Culture involves understanding the complex interaction between people, processes and systems that influenced the shared values and norm.

The strongest cultures are those that are defined and owned by the board and senior management and are visible in the extent to which your people live the values of the organisation in their day-to-day behaviour and decisions.

Your target culture is defined by aligning it to your purpose and values and articulating the key behaviours and mindsets needed to enable your strategy and risk appetite. At Crown, this means balancing effective risk management with service excellence, in an environment in which your social and regulatory license to operate is dynamic and shifting with community expectations.

Examining your culture to understand its current state requires deep listening and the courage to explore the truth. A reliable and robust approach to measuring culture requires multiple data points to be triangulated including both perceptions data as well as hard data giving insights into the drivers of behaviours as well as their impacts on business outcomes.

In Crown, navigating the highly casualised workforce, particularly in a post Covid environment, will bring complexity to any change program. By understanding what is driving culture and decisions in the business, a change plan can be prepared to close the gap between the current state and target state culture. To achieve the target culture, it may be necessary to adjust systems or processes, shift leadership and the tone from the top, or change the organisational structure or environment.

Our proposed approach focuses on four key stages:

1. Develop a measurement approach based on Deloitte's existing tools and methods focussed on the most important issues

2. Conducting a baseline measurement of the current culture

3. Deriving the insights from the analysis of relationships between the cultural indicators

4. Defining the target culture state, aligned to your existing values and strategy, that supports Crown in achieving its strategy and meeting its obligations and assessing the current gaps with the current culture.

We offer an established and robust team to service you on this project. Led by Victoria Whitaker and Michael Williams, we bring the best of our firm's culture experts. Our team has worked on similar engagements with some of Australia's largest financial services organisations, in environments of heightened scrutiny and rapid change. Our experienced project team combines skills in risk management, organisational psychology, ethics, strategy and human resources. We ensure project oversight through our experienced Quality Assurance Partner, Matthew Fraser; and also offer senior support with Deloitte's Board member David Boyd.

In the face of heightened scrutiny, its more important than ever to undertake rigorous culture measurement; bringing unknown risks to light and to set you up to thrive post Covid. Our proposed approach ensures results are reliable, defensible and will support the needs of the board and senior management to establish and maintain an ongoing view of your organisational culture.

This approach will place Crown among leading businesses using culture to accelerate strategy and manage risk and is aligned with current regulatory advice following the Hayne Royal Commission.

We propose to deliver this work over 7 months for a base fee under $733,600 (ex GST).

You want to ensure your culture supports sound risk management, but also see the opportunity to strengthen your culture and accelerate post COVID-19, to enable your strategy and support risk management for the long term.

Current Context

Crown is facing one its toughest challenges - closing its premises for an extended period due to COVID-19 restrictions. Your annual revenue has dropped by 80%, and many of your employees have been furloughed. While your Perth complex is now operational again, Melbourne operations remain closed.

At the same time, Crown is currently facing a NSW regulatory inquiry into potential criminal activity occurring at Crown's premises and its relationship with junket operators alleged to have links to organised criminal groups. The terms of reference for the inquiry include examining the extent to which Crown Resorts meets its obligations to ensure it remains free from criminal influence or exploitation and could threaten Crown's licence to operate in NSW. At the centre of the inquiry is the extent to which your systems and processes have the sufficient controls in place to limit the risk of criminal activity.

You recognise the importance of ensuring your culture supports sound risk management throughout the business and is responsive to the expectations of your people, customers, regulators and the community; whilst also supporting your strategic ambitions. As such, you wish to undertake a rigorous and robust assessment of its current culture which will deliver actionable insights to strengthen the culture to enable your strategy and enhance risk management for the long term.

The challenge

Current culture:

Understanding the current state culture requires good insight into both known and emerging opportunities and risks. Developing this insight requires reflection and listening to a wide group of stakeholders. While the known issues have been well documented and acted upon by Crown, understanding the emerging risks and opportunities takes deep reflection and an open-minded approach to exploring, challenging and measuring the current culture.

Target culture:

Defining your target culture to balance service excellence within the limits of social and regulatory expectations is hard. This is because social and regulatory expectations are evolving and dynamic, shifting the goal posts over time.

Levers for change:

In any workforce culture change is a challenge, this is particularly so for a team with a high representation of casual employees with differing levels of connection to the business.

Once the gap between current and target culture has been established and levers for change have been analysed, difficult decisions and trade-offs need to be considered across a range of factors before implementing interventions.

Demonstrating change outcomes:

Ensuring effective change outcomes, requires the development of an impact framework, following the assumptions and logic of the change impact you wish to create, and the lead and lag indicators to assess the change.

Key questions

Current culture:

- How can people's experience and perceptions of culture – from leadership to front line and external stakeholders - be understood, and balanced with existing data providing triangulation of insights?

- To what extent does Crown's culture support the mitigation of key known risks; whilst accelerating known opportunity?

- How does Crown's culture support the identification and management of emerging risks and opportunities?

Target culture:

- What behaviours and mindsets are necessary to accelerate strategy, manage risk and provide service excellence at Crown?

Levers for change:

- To what extent do key levers (such as leadership, systems and processes, values, working environment etc.) currently support the aspirational culture?

- How can culture change activities be prioritised to enable Crown to accelerate its strategic and risk goals?

Demonstrating change outcomes:

- What kind of change impact logic will assist in measuring change outcomes?

OUR POINT OF VIEW ON CULTURE MEASUREMENT

Culture accelerates strategy & manages risk in uncertainty

Executives must live & own culture to enable your strategy

To set the tone, leaders at the highest levels need to develop and own a language to communicate culture easily.

Leadership need to speak 'fluent culture'.

By involving leaders in eliciting and defining your target culture through mindsets and behaviours, we ensure they are well placed to develop that fluency and own culture.

The next step is to deepen their understanding of how culture drives strategic outcomes, and support them to shape the culture and drive these outcomes for people, customers, community and shareholders.

We work with executive teams and people leaders to help develop the language and set the tone

Your target culture will help you achieve your strategic goals

Culture is not easily summarised or aggregated – it is in the disaggregation (to execution level) that it can be best understood.

Articulating the desired culture and the critical changes required in the context of achieving strategic goals is an important step.

Designing a framework that meets regulator needs, exposing the relationship between risk culture and organisational culture is critical.

Using stories helps people make sense of how and where the culture comes to life and enables the development of a compelling narrative that creates clarity.

Our strategic narrative tools and design thinking capabilities build capability

Understanding what drives decisions will help accelerate strategy

Our approach uses a logic mapping framework to connect the behaviours and mindsets of your people to business outcomes.

This then forms the basis of the measurement approach, showing how changing different cultural levers impacts the behaviour and mindsets of your people and ultimately how it affects their decision-making.

By establishing an enduring framework, our approach provides ongoing visibility of the culture and how it is supporting the business strategy, allowing you to identify trends, hotspots requiring intervention and, most importantly, allows evaluation of the effectiveness of those interventions.

Our measurement approach draws together how your people think, and the impact this has on your goals

Shifting culture requires soft and hard interventions

Culture is influenced by your environment and the people you interact with. Culture change, therefore, needs to focus on those aspects that influence perceptions and supports behaviours.

Levers of change include focusing on the leaders and people who influence our day to day decisions.

Other levers include the policies, systems and processes we rely upon to make decisions. They also include the organisational structure and the physical workplace itself.

Our root cause and social analytics identify those interventions that target deep-rooted change, creating ripple effects

A coherent framework to drive effective decision making across the business

Culture is the sustained pattern of behaviours resulting from the underlying values and beliefs across the organisation. It is shaped by the actions and decisions of leaders and reinforced by organisational systems and ways of working. Defining the mindsets and behaviours required to deliver on strategy and risk, aligned to the organisational purpose and values, is the first step to understanding culture.

Values and principles provide the criteria or standards, defining what is good and desirable in the organisation.

Shared beliefs develop through the stories and experiences within the organisation over time and become embedded with a 'taken-for-granted' status.

Culture needs to align to the **purpose, values, strategy and risk appetite** to deliver results.
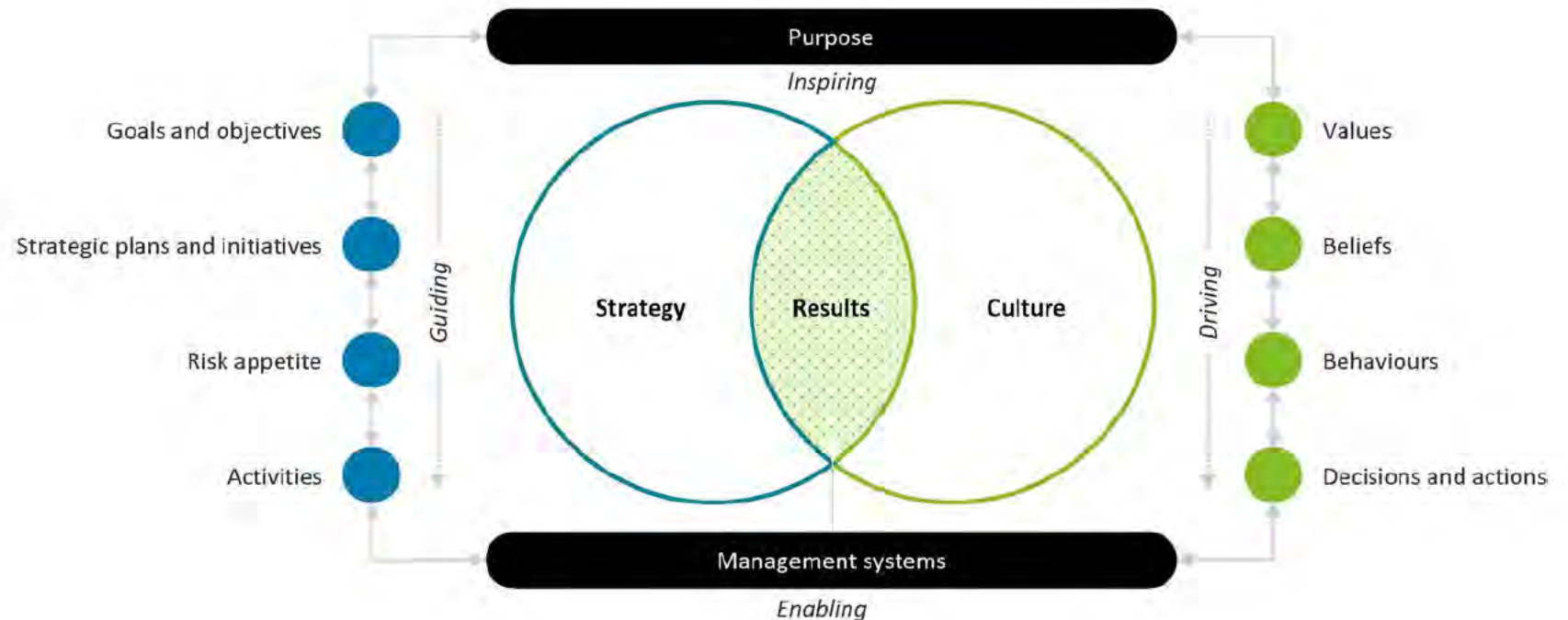
Developing a comprehensive approach to culture is an iterative process.

Deloitte's approach to culture is founded on the following key criteria, and are aligned with regulatory recommendations on risk culture.

Our proposal focuses on the first three stages, but will deliver an enduring framework to derive the insights needed to change culture and evaluate effectiveness.

Hayne Report, Royal Commission

Recommendation 5.6 – Changing culture and governance:

"All financial services entities should, as often as reasonably possible, take proper steps to:

- *Assess the entity's culture and its governance;*
- *Identify any problems with that culture and governance;*
- *Deal with those problems; and*
- *Determine whether the changes it has made have been effective.*

Framework Component	Example Test Assumptions	Examples of Good Practice
Owning culture	• Board and Senior Management demonstrate ownership and accountability for culture (including risk culture) • Governance and reporting structures enable Board and Senior Management to form a view on current culture state • Tone from the top is established by the Board and Senior Management	**Executives** demonstrate how to live and own **culture** through their words and actions
Defining culture	• Culture is defined • Culture is aligned with purpose, values, strategy and risk objectives • Culture target state is defined, and maturity roadmap is established	**Strategy and risk appetite** is clearly established and communicated business wide, aligned to its **purpose, values** and **cultural ambition**
Measuring & reporting culture	• Measurement framework aligns to definition, and multi-source qualitative and quantitative data, statistical analysis and root cause analysis • Measurement includes assessment of culture levers and organisational impact, combining perception data with predictor (lead) and outcome (lag) indicators / metrics • Effective reporting of culture to board and senior management	A **closed loop process** is supported by a **balanced dashboard** of lead and lag indicators with quantitative metrics and qualitative insights
Changing culture	• Culture change initiatives take a holistic approach, targeting What people do (worker), How people do it (work), The organisational system (workplace) • Change initiatives target maturity roadmap between an established current state and desired target state	Shifting culture requires **holistic changes** including **soft** interventions (e.g. comms, training) and **hard** interventions (e.g. roles & responsibilities, org changes, KPIs)
Evaluating change impact	• Change initiatives enable changes (and barriers to changes) in beliefs, mindsets and behaviours, and impact on organisational outcomes • Continuous monitoring of culture (and its vulnerabilities) through review and/or audit processes	Cultural considerations are embedded and annually reviewed through the **audit methodology**, tracking progress to target state

OUR APPROACH

An in-depth and holistic approach to culture measurement and change

PHASE I:
Design measurement framework

We will design a measurement framework to measure your current culture.

PHASE II:
Measure current culture

We will collect and analyse the data to understand how your cultural ecosystem operates and to identify the best levers for change.

PHASE IV:
Insight & action

We will deliver deep insights.

PHASE III:
Define the Target State Culture

We will define a target culture state aligned to the values, strategy and risk appetite of the business, and develop a roadmap for action.

Baseline your culture

Establish the target state and build a pathway for change

An in-depth and holistic approach to culture measurement and change

	SEPTEMBER - OCTOBER	OCTOBER - NOVEMBER	NOVEMBER - JANUARY	FEBRUARY - MARCH
	PHASE I: Design the Measurement Framework	**PHASE II: Conduct Measurement**	**PHASE III: Derive the Insights**	**PHASE IV: Define Target State & Roadmap**
SYNOPSIS	Using our existing culture measurement tools and approach, we will work with you to identify the key focus areas and customise the approach based on the identified priorities. With your input, we will identify the measures which provide meaningful assessment of your current culture state.	We will collect and analyse the data to understand how your cultural ecosystem operates and to identify the best levers for change. Our perception based data collection methods will include Qualtrics surveys, deep-structured interviews and focus groups.	We will deploy our analytics capability to assess the relationships between insights from perception based research and the other data obtained; identifying both the headline trends, and the various sub-cultures critical to the success of your organisation. Our deep analysis will differentiate between isolated vulnerabilities, thematic weaknesses and systemic root causes, helping you identify targeted actions for change.	Using the insights developed, we will we will elicit from you and define a target culture state for Crown that aligns with your values, strategy and risk appetite. This includes distilling the target culture into the mindsets and behaviours most critical to achieving the strategic goals. We appreciate Crown's goals manifest for your people every day in the form of behaviours and decisions that make a difference. Understanding how the values and culture are understood and interpreted across the business is fundamental to identifying the potential levers for action.
ACTIVITIES	• Project establishment • Artefact assessment • Stakeholder engagement planning • Customise and refine measurement approach • Establish project governance & reporting	• Design survey, interview and focus group tools • Survey • Focus groups & interviews	• Quantitative analysis • Qualitative analysis • Consolidate analysis • Reporting	• Leading practice review • Establishing leaders' expectations • Aspirational culture distillation • Conduct gap analysis between current and target culture • Prepare roadmap for cultural change
OUTPUTS	• Project governance and plan • Design measurement framework and approach • Stakeholder engagement plan	• Fieldwork tools • Qualtrics-programmed survey • Survey data-set	• Draft report and recommendations • Presentation of findings to Executive Leadership Team & Board	• Aspirational culture state detailed articulation & narrative • Gap analysis between current and target state • Change roadmap • Final report and recommendations

Baseline your culture

Establish the target state and build a pathway for change

PHASE I: Customise the measurement framework

We will work with you to identify the right metrics and measures to assess and monitor the current culture, using existing indicators from Crown and Deloitte's various culture tools. We will also work with you to establish a governance framework for future culture measurement and reporting.

	Activity	Description	Deliverables
1.1	Artefact review	• Review documents and artefacts to understand aspirational culture and determine the possible universe of indicators to evaluate culture	
1.2	Identify key focus areas	• Conduct workshops to identify key focus areas to guide the assessment • Customise Deloitte's existing culture measurement tools to incorporate focus areas • Identify other indicators and data relevant to assessing the culture state (drawing from Deloitte's existing indicator suite)	• Measurement and reporting framework and approach
1.3	Establish data availability	• Of the identified indicators, determine their validity, reliability, form, frequency, ownership and location within the organisation • Determine the most effective means of accessing and collecting the data, limitations and any privacy or data use restrictions	• Stakeholder engagement plan • Assessment collateral, including interview guides, scripts, and data collation templates
1.4	Stakeholder engagement	• Undertake stakeholder mapping, & identify target audiences for various data collection methods • Prepare stakeholder communications plan	
1.5	Governance & reporting	• Develop a framework of governance and accountability for measuring and reporting on the Culture State • Create reporting framework for the board and executive team, measurement, frequency, action planning and accountabilities following measurement and reporting	

PHASE III: Conduct measurement

Using a multi-modal approach, we will undertake the data collection. In designing a quantitative survey and approach to qualitative collection, we will rely on our bank of questions in measuring culture. Our approach to focus groups and interviews is based on the leading practices in social science and organisational psychology research.

	Activity	Description	Deliverables
2.1	Data collection & analysis tools	• Design survey questions using Deloitte's *CulturePath* and the *Risk-Culture* survey item banks • Prepare data collection tools, such interview questions, focus group plans etc.	
2.2	Plan field work approach	• Plan and agree fieldwork approach to ensure a reliable and statistically significant approach to measurement • Establish the expected workforce segmentation for focus groups and participant numbers to ensure a valid a representative sample across employee demographics (e.g., business unit, role/level)	
2.3	Survey	• Work with key stakeholders to identify appropriate messaging, and channels and timing for communication and surveying • Generate survey questions using Deloitte's *CulturePath* and the *Risk-Culture* survey item banks • Develop survey structure and design file / organise meeting • Prepare privacy statements, and ensure alignment with privacy laws including GDPR • Program on *Qualtrics* and test survey for roll-out • Distribute survey and follow-up notifications	• Assessment collateral, including interview guides, scripts, and data collation templates • Deliver survey to employees • Conduct interviews & focus groups
2.4	Focus groups & interviews	• Conduct interviews with CEO, direct reports and board members • Conduct interviews with key risk area owners and external stakeholders • Conduct focus groups	

PHASE IV: Derive the insights

Our data analysis will be based on best practice quantitative statistical methodology blended with technology to support the identification and classification of thematic trends across large qualitative data-sets. We will then design an action plan to turn those insights into meaningful action for change.

	Activity	Description	Deliverables
3.1	Obtain and collate data	• Collate and review data quality from artefact review, surveys, focus groups and interviews	
3.2	Survey analysis	• Descriptive statistical analysis of overall survey trends • Sub-group analysis broken down by business area and staffing level (team member, manager, executive leadership) • Exploratory network analysis of survey data to identify unidentified sub-groups • Analysis of other indicator data to determine overall trend and sub-groups	
3.3	Interview and focus group analysis	• Coding of focus group and interview records to identify themes • Coding of themes obtained via other qualitative collection techniques	• Draft report and recommendations • Presentation of findings to Executive Leadership Team
3.4	Consolidated analysis	• Analysis relationship between qualitative and quantitative data • Examine relationship between survey data and other metrics – including potential inferential statistics (where relevant) • Develop draft insights and dashboard • Workshop with relevant Crown representatives to gain feedback	
3.5	Reporting	• Draft report and recommendations • Present findings to ELT to confirm factual accuracy and gain feedback	

PHASE IV: Define the target culture state & roadmap

We will work with you to further define your target culture state and to distil the behaviours and mindsets that will support your strategy. We will also work with you to plan the project and set us up for success.

	Activity	Description	Deliverables
4.2	Leading practice review	• Collate learnings from global and local case studies to understand what success looks like in other organisations • Gather insights from existing culture and people measures	
4.3	Establishing leaders' expectations	• Conduct interviews with CEO, Executive Team, Chair and Board to understand the cultural ambition and how it fits into Crown's strategic ambition	• Interviews • Target state culture
4.4	Target Culture distillation	• Develop a detailed articulation of the target culture state with input from the executive leadership team & project steering committee	• Gap analysis • Roadmap
4.5	Conduct gap assessment	• We will review the current culture against the target state and prepare a gap assessment	• Final report
4.6	Roadmap	• Conduct workshops with executive team to develop a roadmap for change	
4.7	Final report	• Finalise report including culture measurement findings, target state and gap analysis, and roadmap for change	

OUR PEOPLE

Our Team

Our proposed team has a current understanding of Crown's operating context, as well as technical experience across culture, organisational psychology, ethics, behavioural change, measurement and reporting.

Our proposed team and governance

Recognising that selecting the right advisor is critical to ensuring project outcomes are realised on time and within budget. We have proposed a highly skilled project leadership and core deliver team.

The project leadership team will ensure the core delivery team design and deliver key activities and deliverables on time and to quality standards. They will also manage risk and senior stakeholder engagement activities. The core delivery team will be responsible for delivering activities outlined in the approach section of this document.

We have established a specialist panel, for you to obtain different perspectives on culture from eminent Deloitte experts globally, who are walking in your shoes, to protect and strengthen organisational cultures. This will be particularly relevant during Phase III of the project as we derive insights.

PROJECT LEADERSHIP TEAM

Victoria Whitaker
Lead Engagement Partner

Michael Williams
Engagement Partner

Matt Fraser
Quality Assurance Partner

CORE DELIVERY TEAM

Murray Lawson
Director

Liam O'Neill
Senior Manager

Alana Jansen
Analyst

Liz Dunne
Analyst

Sophie Ge
Analyst

Henry Deng
Senior Analyst

SPECIALIST PANEL

David Boyd
Risk Specialist

Dan Earp
AML Specialist

Stephen Roche
Lead Client Services Partner

Our Team

Lead Partners

Victoria Whitaker
Ethics and Culture

Victoria leads Deloitte's Risk Culture & Ethics practice, and brings almost 20 years of expertise in ethics, cultural integrity, and corporate responsibility.

Throughout her career, Victoria has helped organisations in Australia and globally understand and address ethical challenges, minimize risks, maintain trust with stakeholders. Victoria has lead multi disciplinary teams predominantly servicing financial services, energy & resources, higher education, and government.

Victoria and Michael have together led similar engagements with large financial services organisations. Most recently with a Big Four bank and global insurance company.

Michael Williams
Culture Transformation

Michael is the leader of the Financial Services practice within Deloitte's Human Capital practice with over 25 years' experience in transforming organisational performance through people and culture.

Michael has led similar engagements for large financial services organisations. He is a human-centred leader who seeks to combine multiple perspectives, data sources and capabilities to solve complex challenges.

Specialist Panel

Matthew Fraser
Quality Assurance Partner

Background Matthew has over 36 years experience in providing risk management, consulting, and control assurance services to a wide range of organisations in Australia, UK and US. He has led the delivery of risk advisory services to major clients and regularly works with executive teams, executives and boards on risk management and control strategies. Matthew helps our clients develop or strengthen their capabilities in all aspects risk management including development of policy and frameworks, risk & control assessments, development of training programs and delivering solutions.

Dan Earp
AML Specialist Partner

Dan is a Partner in the Forensic team and a senior leader and risk manager. Dan has extensive experience in AML/CTF risk advisory having held senior positions in Financial Crime Compliance at a major global bank in the Asia Pacific region. Dan advises clients in the financial services sector on AML/CTF and Sanctions compliance and leads large scale remediation projects and AML/CTF framework reviews. These reviews have included examining how culture influences compliance with AML/CTF policies and procedures for major organisations. He has a Diploma in AML/CTF from the International Compliance Association.

David Boyd
Risk Specialist

David has more than 25 years of assurance and consulting experience with Deloitte, including a number of years working overseas. He is the Australian Firms Industry Leader for Consumer Business and serves as a Board member for the Australia firm. He has extensive experience in operational and system reviews and is regularly involved in testing internal systems and controls operating in key financial, operational and regulatory compliance systems. He also undertakes strategic risk management engagements for leading Australian companies. David has developed risk management frameworks, delivered risk management training and implemented communication strategies and performed risk management assessment implementations.

Stephen Roche
Lead Client Services Partner

Stephen is an audit partner and the gaming leader of Deloitte Australasia. He brings 27 years of experience in the gaming, casino, hotel and property sectors across listed and multinational corporations. He has direct experience auditing Crown Melbourne, Crown Perth and Crown's global investments. Stephen will provide the team Crown industry insights and valuable strategic advice.

Stephen leads the Talent Mobility Function for Deloitte Asia Pacific, which means he can ensure the team has access to the best talent from across Deloitte, through our virtual and physical exchange program.

His connections with local and global professionals throughout the gaming and integrated resort industry means he can bring lessons learned from around the world to Crown.

Our Team

<div style="background:teal">**Project Team**</div>

Murray Lawson
Lead Director

Murray is a Director in Deloitte's Risk Culture & Ethics team in Sydney. He has extensive experience in researching how people evaluate risk and make decisions under uncertainty and holds a PhD in Psychology focussed on human decision-making.

He is also an experienced AML advisor and investigator who has worked in the gaming and entertainment sector for several major companies to assess potential reputational and compliance risks in their operations and business relationships.

Liam O'Neill
Senior Manager

Liam is a Senior Manager in Deloitte's Risk Culture & Ethics team, specialising in understanding and transforming culture to shape the way people think, behave and make decisions with respect to risk, conduct and compliance. Liam manages the delivery of culture and risk culture assessment and transformation programs, providing Executives and Boards with confidence they have an understanding of the organisation's culture in supporting risk management, advises on solutions to address gaps, and develops capability among leaders to enable the change.

Alana Jansen
Analyst

Alana is an Analyst and Registered Psychologist within Deloitte's Risk Advisory division. She has strong capability in risk culture and leadership assessment, applying multi-method measurement techniques and statistical analysis.

Alana has co-designed and developed the Deloitte Risk Leadership model and assessment tool for providing leaders with behavioural insights for developing risk leadership capability.

Alana is currently completing her PhD in diversity of thinking.

Liz Dunne
Analyst

Liz is an Analyst in Deloitte's Workforce Transformation team within the Human Capital Consulting Practice. Liz has project experience in change management, diversity & inclusion, organisational culture, and talent development across a number of industries including Financial Services & Insurance, Higher Education, Transport and Healthcare.

Liz holds a Bachelor Psychology and Masters of Management (HR) from the University of Melbourne, and is a Certified HR Practitioner (AHRI).

Sophie Ge
Analyst

Sophie is an Analyst in the Organisation Transformation team within the Human Capital Consulting practice. She obtained a Bachelor of Commerce from the University of New South Wales with a major in Finance. Sophie has worked across multiple industries with complex stakeholder environments including Rail, Emergency Services, Education, Health Care and Financial Services. Her experience includes Organisation Design, HR Operating Model Design, Operating Model Implementation, Leadership and Values Design.

Henry Deng
Senior Analyst

Henry is an analyst specialising in risk related analytics. He has extensive experience in various types of data analytics, including robotics process automation, financial remediation, financial crime analytics, risk and forensic analysis (Compliance risk), and has provided data driven insights to clients across a wide range of industries with a focus on the financial sector (Big 4 Banks).

OUR VALUE

Commercials & Assumptions

Our proposal for 7 months. This proposal is offered to you on a time and materials basis.

	Fee estimate (ex GST)
Phase I: Project establishment and customise the measurement framework	$90,000
Phase II: Conduct measurement	$268,600
Phase III: Derive the insights	$217,000
Phase IV: Define the target culture and roadmap	$158,000
Program total:	$733,600

Assumptions

- We will engage with your appointed internal project lead (Project Whip) and Steering Committee throughout the process and anticipate receiving relevant data and insights as per project workplan agreed upon during project kick-off and planning.
- All nominated Crown executive members and key stakeholders will support engagement activities for the duration of the engagement and Crown stakeholders will be available to meet within the required timeframes.
- Crown will be responsible for scheduling and hosting the internal interviews.
- Crown will be responsible for disseminating the surveys amongst the elected staff groups, and for issuing communications to the relevant employees.
- Crown will ensure that all relevant documentation requested is available to Deloitte for review.
- Crown will provide sufficient resources to deliver upon their obligations within this project.
- Decisions required from the Crown will be made in a timely manner and not adversely impact the critical path, key delivery milestones, or activities, outlined in our approach section of this proposal.
- Deloitte works 7.5 hour days, and do not work on public holidays. Deloitte will be closed for a 2 week period over Christmas and New Year, and will not be available for delivery during this period.
- The use of the specified project team in this proposal subject to availability and is not guaranteed.
- We have defined protocols for report finalisation and validation of our observations and factual findings including protocols for assessing and documenting the rationale for any changes to recommendations that may arise during Crown's review of our draft report.

- Crown stakeholders will review and sign-off deliverables within a reasonable period of time. If no comments are provided, it is assumed that the deliverable has been reviewed and accepted and no further improvements are to be made before acceptance.
- Our Partners and staff have professional obligations in responding to actual or suspected non-compliance with laws and regulations (NOCLAR). We will agree with you at the outset how any revelations of illegal activity will be dealt with through this project.
- This engagement is not intended to be an appointment of Victoria Whitaker or Michael Williams as an expert witness. This means that our work may not comply with any regulatory rules relating to the appointment of an expert witness; or be appropriate for the purposes of an expert witness appointment.
- We may be subject to a summons, subpoena or request to produce our files in relation to this engagement from someone else, including a regulator. Where the law allows it, we will tell you about any such request before we produce any files. However, our work in meeting these requests does not form part of the scope of work in relation to this engagement.
- If these assumptions are wrong or the circumstances change then we may need to change the scope of the services, vary the fees or extend the timeframes for completion.
- Due to COVID-19 this project will largely be delivered remotely using either Zoom, MS Teams or Skype. Travel and other disbursements has not been factored into these fees. Where travel is possible, we will consult you prior to booking any travel, and agree appropriate expenses.

APPENDIX A:
QUALIFICATIONS & CASE STUDIES

Our Culture Engagements: the evidence

Phase I - IV

Full culture measurement

Deloitte.

Issue	Structural and leadership changes necessitated testing of values alignment
Solution	Discovery and design of a cultural refresh through identification of strengths and weaknesses
Impact	A clear understanding of what is unique about our culture

Phase I - IV

Long term culture measurement relationship

Big 4 bank

Issue	Transition from focus on risk culture to focus on organisational culture including risk
Solution	Design of culture measurement framework. Measurement and reporting of current state culture.
Impact	Ensuring measurement framework. Deep insight into cultures ability to achieve strategy and risk appetite

Phase II & III

Building measurement framework

Global Insurance Company

Issue	They needed a way to measure progress toward a target culture founded on their group-wide values
Solution	Developed a framework to assess current state relative to the target and identify levers for change
Impact	Board oversight of the impact of culture on strategic goals, and satisfaction of CPS220

Phase IV

Determine action for change

Global Construction & Real Estate Company

Issue	To build and sustain a better cyber security culture
Solution	Program of immersive workshops, experience and awareness building
Impact	A more secure workforce

Phase I: Distilling the aspiration

Testing our own cultural values & measuring culture

Deloitte.

ISSUE

Deloitte had two significant changes in 2018 which encouraged us to test our cultural values. These changes required us to ensure there was unity across our Australian firm and aligned to our new operating model. The strategic drivers were:

1. Creation of Deloitte Asia Pacific in 2018: Deloitte Asia Pacific brought together over 2,800 partners and over 42,000 staff across member firms. Creating a larger, stronger member firm is a significant step towards achieving our aspiration *"To become the undisputed leader in professional services in Asia Pacific"* by combining the people skills, experience and capability across the region.

2. Change of Executive leadership team: With the creation of Deloitte Asia Pacific, Richard Deutsch was appointed our new CEO for Deloitte Australia, with Cindy Hook stepping into the CEO role for Deloitte Asia Pacific. Richard is deeply committed to protecting and enhancing our culture, including a refresh of our values, if required.

SOLUTION

A culture refresh program has been designed with three phases to ensure that our Australian and Asia Pacific cultures are able to effectively as one team, recognising cultural diversity and inclusion across different member firms.

We refreshed our values across the organisation, and brought them into alignment with Deloitte's global values; communicating them through our unique Australian lens.

We also undertook a Asia Pacific wide risk culture review, involving 66,000 employees across 8 member firms; delivering the survey in 4 languages.

IMPACT

The impacts from the culture refresh have included a clear understanding of what is unique about our culture, what is working well, priority focus areas for improvement and the desired employee experience working for Deloitte in Australia. It has also provided deep perspectives on how Deloitte leaders will need *to think, react* and *act* differently to support the transition from current to future state.

The risk culture review brought new insights into areas of strength and weakness across the member firms; and has driven a campaign of change activities to uplift risk intelligence across the member firms.

Phase I-IV: A long term relationship on culture measurement and change

Building frameworks, measuring and instigating change with a Big 4 Bank

Building an assessment framework & training program to assess risk culture	Delivering on conduct training with Global Markets and Group Treasury Teams	Uplifting the Bank's financial crime awareness – Institution Banking & Markets	Designing and delivering an integrated culture / risk culture methodology during COVID-19
When this bank needed to embed assessment of risk culture in the internal audit program, we helped build the capability and collaboratively designed a framework to conduct the ongoing Risk Culture assessment.	When this bank needed to train its global team in conduct relating to Bank Bill Swap Rate, Deloitte designed and delivered the global program.	When this bank needed to increase awareness and build capacity to assess financial crime risks, we delivered a comprehensive program leveraging cutting-end methodologies.	This bank sought to close out its APRA risk culture born out of the Royal Commission and shift its attention to developing a lasting framework delivering integrated insight to the effect of culture on strategy and risk.

Deloitte designed an immersive training experience for the Internal Audit Function in assessing risk culture via a live assessment of one business unit.

Over eight weeks we co-delivered with the Internal Audit Function :

- Review of 37 risk artefacts including policies, procedures and frameworks.

- Deployed 168 risk culture surveys.

- Conducted 25 behavioural interviews.

We then designed a thorough assessment methodology with the Internal Audit Function to make an initial assessment of using Deloitte Risk Culture Assessment framework and adapted the methodology to be suitable for deployment during audits.

Deloitte then collaborated with the bank to conduct comprehensive assessments where the initial approach has identified concerns.

We designed and developed the training syllabus in conjunction with key stakeholders including a pilot program to test the delivery approach.

Deloitte provided the foundations required to gain endorsement by global industry experts.

We delivered the training via face-to-face interviews and videoconferencing both nationally and internationally.

Over 18 months, we have delivered more than 250 training sessions and will be undertaking online refresher training and in-person sessions over the coming year.

When this bank needed to increase awareness and build capacity to assess financial crime risks, we delivered a comprehensive program leveraging cutting-edge methodologies.

We developed and delivered:

- A deep review into the cultural strengths and vulnerabilities of the division across a four-month period involving 120 interviews over two months across five countries. We established a two-week long 'war-room' identify the underlying drivers and root causes of culture-related vulnerabilities that had the potential to undermine organisational financial crime resilience.

- An integrated AML leadership training and an immersive training experience to raise awareness and build brand awareness of the AML compliance teams.

We assisted the bank in developing its first integrated measurement framework for culture and risk culture.

Aligned to its organisational values, we collaboratively designed a framework for its target state culture, by articulating target and mindsets aligned to its refreshed values.

We then designed and executed a methodology for measuring culture across the organization, aligned to the target state and also leveraging lead and lag indicators to observe the drivers and impacts of the mindsets and behaviors.

We developed a framework for governance and reporting on culture across levels of the bank, from the board to executive managers, setting the bank up for long term measurement.

We collected data using a variety of techniques, including analysis of existing data and metrics, as well as through interviews and focus groups.

Phase II & III: Building Measurement Framework, Measure & Insights

Culture measurement and reporting framework for a global insurer

ISSUE

Deloitte was engaged to design a Culture Measurement Framework to measure their progress toward their target culture founded on their group-wide values. The client needed framework which:

- Define target culture, aligned with global values

- Defined the principles for culture measurement and reporting connecting best-practice with the client context

- Provided an evidence-based model and approach to measure culture

- Provided a gap analysis and roadmap to maturing culture measurement and reporting

- Identified a reporting structure and schedule, with reporting dashboards for the board and senior executive team.

SOLUTION

Working with the leadership we co-designed the desired target culture state and behaviours across the organisation which would support that state.

We then reviewed previous assessments and data to determine the current state relative to the target and developed a road-map for the organisation identifying the key actions to deliver lasting change.

We prepared a detailed board report, including high level dashboards including both quantitative and qualitative data.

IMPACT

The Client's Board were able to confidently communicate an understanding of the organisation's culture for the purposes of the self-assessment.

Findings enabled targeted strategic planning of key actions to address recommendations in the report. The recommendations and actions will provide valuable information and guidance in the culture change.

Deloitte has developed deep insight into the Client's culture, connecting our external perspective with the lived experience internally, leading to shared insight between the Client and Deloitte.

OPPORTUNITIES

The scope of the self-assessment was sufficient to address APRA requirements and inform recommendations for strengthening culture. It was acknowledged that the assessment was not intended to be a comprehensive forensic examination, and some activities were not able to achieve statistical reliability.

There is further opportunity to deepen understanding of staff perceptions of the culture, particularly at lower levels of the organisation, including leaders' impact, and explore potential risk culture vulnerabilities and underlying drivers.

Further assessment of culture will build on established understanding and shared insight, enabling targeted activities to deepen understanding where required.

Phase IV: Insights and action

Enabling cultural change to support cyber security

Nearly half a billion personal records were stolen last year.

YOUR INFORMATION IS VALUABLE. BE CYBER SMART.

ISSUE

This global real estate and construction firm needed to build a strong cyber awareness program and change the culture of security throughout the business.

SOLUTION

Deloitte was engaged to conduct an independent review of the information security function and the culture in place to build a roadmap to improving the maturity of their security environment. Deloitte designed a delivered a suite of awareness programs and training options including influential digital learning modules, a series of installations and awareness campaigns and a live hacking demonstration. We also helped scale the initial program across the organisation via a larger multi-modal communication program, regular follow-ups and mobile phone health checks.

IMPACT

As a result of the work we delivered, the company now has a framework for the ongoing reinforcement of their cyber security culture and a framework for ongoing measurement and continued improvement. Building on the program into the future, the company can adapt the approach taken to bring about accelerated change in other areas of their risk culture.

Summary of additional Culture Engagements

Company Profile	Description
Global mining company	A large global mining organisation was seeking to proactively strengthen its approach to risk management, including enabling the board to better oversee and monitor the organisation's culture, and risk management. The organisation identified the Global IAA team as having a unique opportunity to observe, assess and analyse the reason why controls fail beyond systems and processes. A customised framework and hypothesis-based approach was developed aligned to the organisation's values, to identify the target risk culture and enable assessment within each internal audit, leveraging quantitative and qualitative data. Five key principles were adopted in the approach: Organisational alignment, Evidenced based methodology, Use of data and analytics, Impact and benefit to the organisation, and Continuous improvement of the approach. Insights provided an assessment of the current state relative to the target state, and identification of opportunities to mature the risk culture over time. Stakeholders have been engaged throughout the process (i.e. Board, Exec, Risk, HR etc.) and continue to support the process, including identification of data that can be leveraged to support risk culture assessments. The methodology has been well received because it balances a sound evidence-based approach with practical data collection methods and simplicity in reporting.
Government Defence Department	The client wanted to transform the organisational culture through an organisation-wide transformation programme which involved the implementation of a revised target operating model. In order to understand which areas of the business required more focus, we had to gain a baseline of the existing cultures across organisation (across grades, departments and locations). We deployed a diagnostic survey across the organisation (4100+) in order to assess the baseline culture with a response rate of over 40%. The results were analysed and identified areas for focus groups and subsequent workstream activities (interventions) designed to deliver culture and behavioural change. The subsequent focus groups provided the business with the opportunity to validate and expand on the key trends highlighted in the analysis. These interventions informed the programme communications and engagement plan as key activities, milestones and success stories needed to be communicated across the organisation to promote continuous improvement.

Summary of additional Culture Engagements – Cont'd

Company Profile	Description
Global Telco	Led by the fundamental re-design and re-positioning of its brand identity, our client was seeking to transform its reputation in the market. The client enlisted our support to design and co-deliver a cultural change programme that aimed, by increasing employee engagement, to improve the service employees delivered to customers in a way that improved the brand internally and externally and created a more consistent customer experience in all channels. The combined Deloitte/client team was tasked with developing a brand education and behavioural change programme for 9,000 employees in nine locations. Deloitte worked with the Marketing and Organisational Development departments to translate the external brand values into a meaningful set of employee behaviours. Deloitte identified the few events with a disproportionate impact on customer outcomes and engaged across the organisation to define behaviours for those events. In parallel Deloitte developed customer segment portraits to help employees understand the target customers and produced symbolic job aids and pick up items to reinforce the new positioning. The programme was delivered using a bottom up approach – with coaching and train and trainer sessions for the leadership team. Events, briefing sessions and a defined communication strategy led the roll out of 'T-Moments'. Engagement • The project improved employee engagement by 5 basis points in 9 months. • Real engagement of frontline employees with head office to create interventions; closer engagement of separate business functions. Customer experience delivery • Deloitte translated brand strategy into customer interactions • In Retail, Customer Satisfaction hit a stretch target at 90% on average across both pilots. (Control score was 76%) • In Customer Services, the overall Pilot Customer Satisfaction score was 40% higher than target and more than 300% of baseline. First Call Resolution was, on average, 88.6% through the Pilot versus a target of 82% and baseline of 60.3%. • First Call Resolution 88.6% through the programme, exceeding a target of 82%, and compared to a baseline of 60.3%. • Overall a more consistent customer experience was achieved in all channels

APPENDIX B:
DETAILED METHODOLOGY, ASSETS & INNOVATIONS

Culture thought leadership
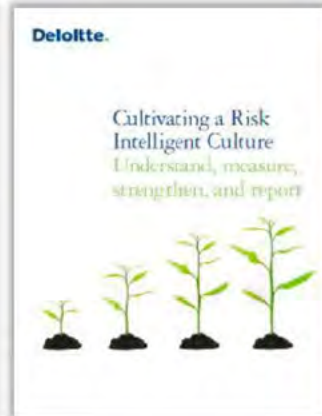
Using logic frame to design culture target state, and measurement framework

We identify tangible culture indicators using logic mapping to understand the relationship between values, mindsets, decisions and business outcomes.

The reliability of this evidence-based approach has been tried and tested through academic research and numerous engagements over a decade and reflects leading practice globally.

We accelerate the design and collection of the most reliable indicators of the culture state via:

- Using our CulturePath and Risk Culture Frameworks to accelerate reliable survey design,

- Collecting and analysing large amounts of both structured and unstructured data,

- Human-centred qualitative research methods,

- Experience with Qualtrics' advanced functionality and analytics (having delivered culture surveys globally on the platform), and

- Building narrative based reports and dashboards that visualise the data, and show the relationships between the different measures.

1. What is our value?

We do what is right

2. What does this look like for our people?

"We deliver exceptional service within the limits of community expectations."

3. Establishing a measurement framework to align behaviours and mindsets to business outcomes

Example behaviours and mindsets	Data type	Example LAG indicators
• We speak up when we see something that's not right	Customer advocacy	• Net Promoter Score (NPS)
• We manage risk effectively, because we care about our customers and Crown	Stakeholder and reputational metrics	• RepRisk rating • Ratio negative to positive media articles
• We are alert to activities and actions that may cause harm to our customers, our people, the community and Crown	Complaints	• Customer feedback and complaints
• We ask 'should we', not just 'can we'	Regulatory breaches	• # of regulatory breaches • Spend on fines

4. Drive outcome for our aspirational state

A safe and exceptional customer experience

Depth analysis to establish root causes

Identifying the drivers for change means leveraging the full range of available data for insights and to identify root causes.

Our co-design approach with Crown focuses on selecting the most useful analysis techniques, evaluating them and supporting the organisation to determine which capability to carry forward.

Our range of techniques can be deployed to suit different needs in culture measurement. Using a graduated methodology allows Crown to streamline how you explore where cultural strengths and vulnerabilities may exist, and then employ more sophisticated (face-to-face) ethnographic techniques to understand the unique drivers and root causes of these culture dimensions.

Data Analysis	Vulnerabilities	Drivers	Root Cause

Measure / Monitor (Passive)	Understand and Influence (Pervasive)		
Trends and Outliers	**Isolated Concerns**	**Thematic Weaknesses**	**Systemic Flaws**
Engagement / Culture Survey	Risk Culture Diagnostic	Activity-Based Interview	Deep-Structured Interview
MI Dashboards	Structured Interview / Focus Group	Systems Evaluation	Forensic Analysis
Multi-Variate Modelling	Scenario Deconstruction	Deductive Analytics	Ethnographic Research
Social Network Analysis	Retrospective Decision Review		Anthropological Research
Risk / Psychometric Profiling			
Lowest Effort, Broadest Coverage	Low Effort, Broad Coverage	Higher Effort, Narrow Focus	Highly Specialised Effort, Narrowest Focus
Action-Specificity Low	"Directional" Actions	Targeted Actions	Direct Interventions

Reporting with balanced dashboard of lead and lag indicators with quantitative metrics and qualitative insights

The culture reporting and dashboards will aim to bring the dynamic nature of cultural indicators to life through stories and numbers.

It will summarise organisational culture data, insights and action plans regarding culture initiatives in a simple and easy-to-understand format. Our reporting approach leverages both quantitative metrics and qualitative insights.

This will allow Crown to monitor key culture indicators, with the functionality to tailor information and insights to different audiences. This results in greater transparency in information and outcomes of cultural initiatives.
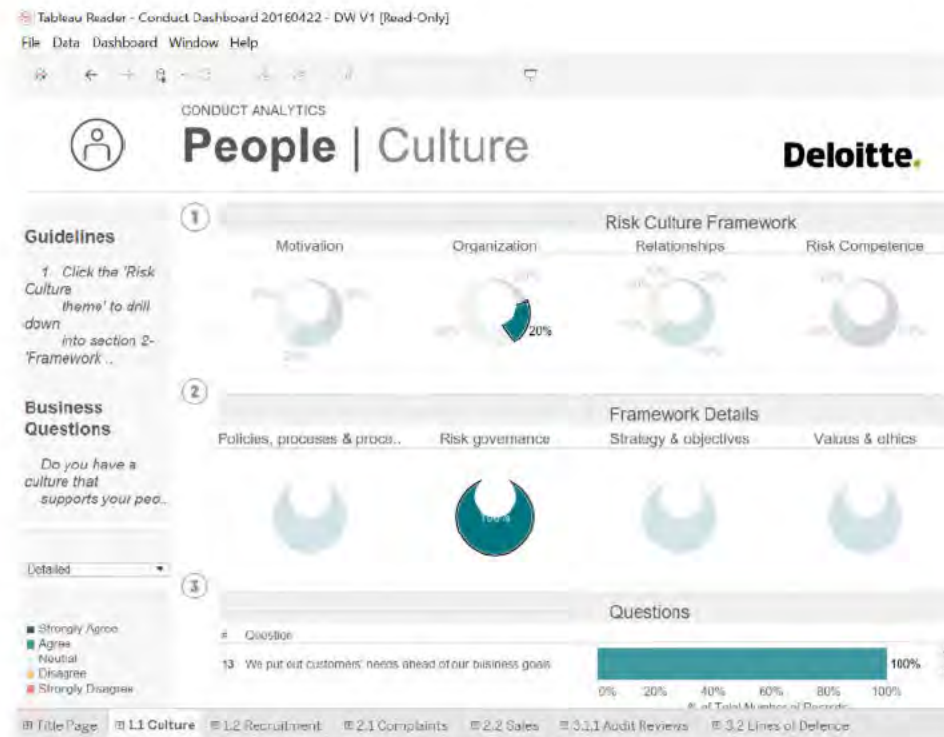
Illustrative culture dashboards

Shifting culture requires holistic changes including soft and hard interventions

Organisational culture is built and maintained by the stories, symbols, actions (habits), influence (power sources), systems, and structures which form each organisation's operating context.

At Deloitte, we believe that we need to align culture to the purpose and strategy of an organisation through a systemic lens.

Work

Rather than relying purely on financial rewards and complex incentive structures, we help design systems and processes to 'nudge' people towards desired behaviours.

Worker

We work with you to identify moments where values and behaviours are brought to life for customers and employees, then develop capability to effectively manage risk and results in these moments.

Workplace

New approaches to organisation and workplace design include the introduction of more networked multidisciplinary teams, agile ways of working and more flexible and remote working, resulting in new opportunities and risks.

We design frameworks and approaches based on our deep understanding of services industry working environments that help take advantage of opportunity and mitigate culture risk.

Work
The systems and processes that determine priority and focus

Process

Systems

Worker
The leadership capability and behaviours that bring values to life

Leadership

Behaviour

Workplace
The organisation and workplace design that reinforce cultural values

Organisational Design

Workspace Design

Research and innovation roadmap – continuously improving culture measurement

Analytics Maturity

Our Analytics Maturity Model helps to understand business needs and aspirations, as well as the underlying components required to develop an analytics capability. From a Risk Culture perspective, we define the following key characteristics:

- **Descriptive** – Static metrics are reported via a consolidated dashboard. Data are limited to easily accessible sources of internal data (e.g. central data warehouse, survey results). Static metrics are simple calculations or representations of data, with little to no analysis

- **Detective** – Insights and exceptions are reported alongside static metrics. Additional data sets are procured from systems and disparate databases to augment data within data warehouses. Data analysis is predominantly rules based (that is, defined exception tests), or focuses on trend analysis within historical transactional data

- **Predictive** – Early warning risk indicators are incorporated into risk dashboards, providing data driven insights to decision makers. Internal data are combined with external data sources (e.g. social media feeds, news articles) to provide robustness and new perspectives into risk analysis. Advanced data science techniques are employed to improve accuracy of predictive capability.

Supporting business needs, we also consider the following underling components:

- **Resources and Skills** – The skills and resources required for data management, analysis, and visualisation

- **Processes** – Defined processes to allow for data management (acquisition, transformation, and quality), metric definition and review, overall analytic development, and training

- **Infrastructure and Software** – Consideration of different technology options; including on site build, third party (cloud) hosting, and off site (Deloitte) managed infrastructure. Includes assessment of suitable database, analysis, and visualisation software options.

3. Predictive
Early warning indicators
Internal and External data sources
Advanced data science and analysis

2. Detective
Insights and exceptions
Intermediate data sources
Rules and trending data analysis

1. Descriptive
Static reporting metrics
Basic data sources
Simple data analysis

Resources and Skills
- Data management
- Analysis
- Visualisation

Processes
- Metric definition and review
- Data analysis
- Training

Infrastructure and Software
- Software options
- Hosting options

We use a combination of digital and data assets

Survey asset	Social media analytics	Social network analysis	Digital change leadership	Change accelerator playbook
CulturePath	**RiskSensing**	**AONA**	**Alchymy**	**Moments that Matter**

Leveraging our CulturePath measurement asset

Courage represents the degree to which employees exhibit courage and resilience when confronting adversity, ethical dilemmas, failures, or opposition

Commitment represents the extent to which employees feel a sense of pride and ownership to the success and brand of the organization

Inclusion represents the degree to which an organization accepts and promotes diversity, uniqueness, and bringing one's "authentic self" to the workplace.

Shared Beliefs represents the degree to which employees demonstrate commitment to organization specific core values / beliefs.

Collective Focus represents the degree to which an organization emphasizes collaboration, teaming, and cooperation in its operations.

Risk and Governance represents the degree to which an organization emphasizes compliance, quality, and structure in its operations

External Orientation represents the degree to which an organization emphasizes a focus on customers and the external environment.

Change and Innovation refers to the extent to which an organization emphasizes embracing ambiguity, change, and risk to drive expansion and innovation.

RiskSensing utilises available data to monitor and predict culture-related risks

Figure 1 Risk Sensing in relation to #Metoo movement
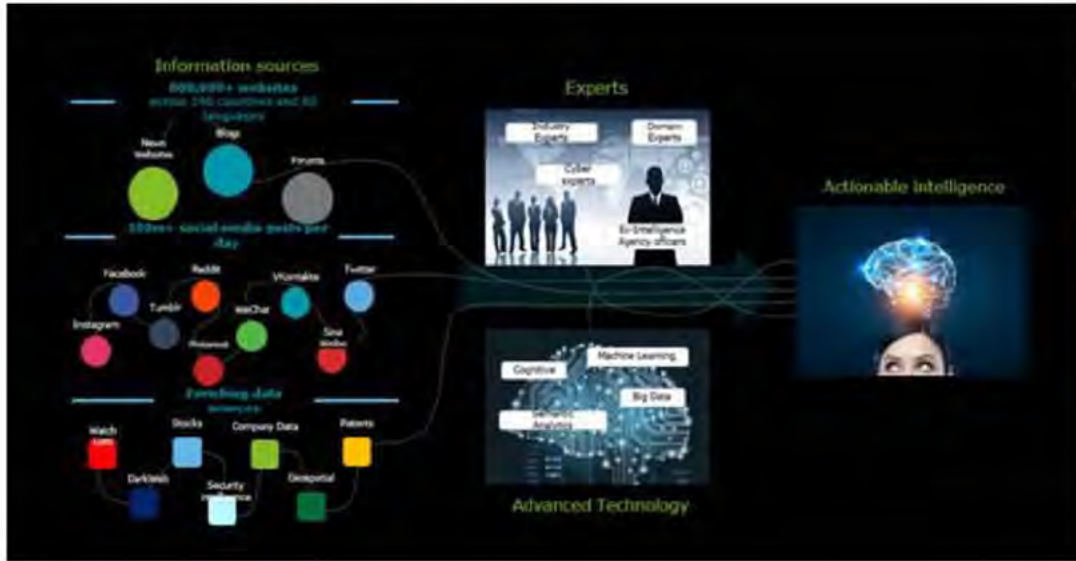
Figure 1 Risk sensing company sentiment for #Metoo
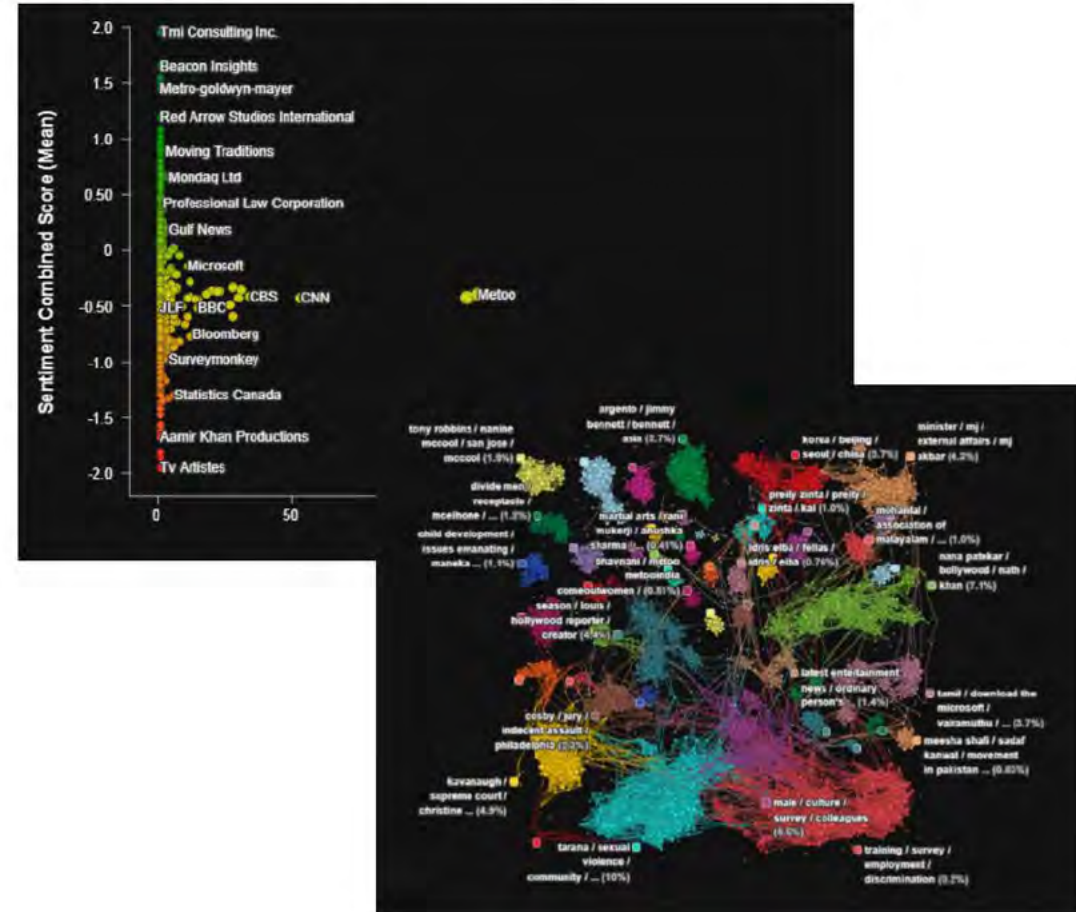
AONA provides a data-driven view of cultural influencers in the organisation

Less integrated groups require engaging fewer Cultural Influencers

These Cultural Influencers are also regarded as having stronger integrity, making them positive role models to drive a stronger focus on integrity

Connector: Cultural Influencer, connecting separate groups

Cohesive groups require engaging multiple influencers to ensure positive efforts aren't undermined by other influencers

Cultural influencer relationships can be overlaid with other variables such as strong risk leaders, ethical guides or those with strong integrity, which informs who should be identified and promoted as role models in culture change.

Cultural Influencers not identified as having high integrity may derail change efforts, but, if trained, may become 'role models' to promote

Alchymy is a digital asset that enables leader-led change

Traditional Change Curve (1968)
- No longer relevant - change is not a destination

The Reality of Constant Change (2019)
- Requires a new approach

1 Data Driven: Understanding the impacts of change on business and people
- Mere data is no longer enough to drive effective change implementation: we pair proven organisational change methodologies with cutting edge analytics to reduce risk throughout the transformation lifecycle

$f(x)$

Where the Change Risk Profile of your project is a function of... | Measure that with...

The **quantity** and quality of the change	**ChangeScape**
The **impact** of the change on your people	**ImpactAssessment**
Change Leadership capability	**LeadApt**
Likelihood of **team adoption**	**AdapterGauge**

2 Leader Led: Building capability from within to enable change that lasts
- 84% change programs successful if led internally
- Leader- I know how to get coal out of the ground, but I don't know how to lead a team through change Not skilled up on this
- CLS & Sprint Plans

TRANSLATE THE VISION | BUILD STRATEGIC RELATIONSHIPS | INSPIRE CHANGE READY TEAMS | MANAGE RESISTANCE | INFLUENCE OTHERS | CREATE MENTAL CLARITY

42

Moments that Matter supports and drives culture change

Governance model
(Roles & responsibilities, internal governance)

At the commencement of the engagement, the Deloitte team will define, agree and communicate the governance approach with you to manage the engagement as well as the process by which any escalations are handled.

Victoria Whitaker will be the Lead Engagement Partner responsible for the relationships and deliverables with Crown.

Victoria will work closely with Michael Williams (Engagement Partner) and the broader client service team to ensure we bring the right mix of skills from across the firm to this engagement. Victoria is Sydney-based and will be the key contact for escalations by Crown leadership. Stephen Roche is Crown's Lead Client Service Partner and is ultimately responsible for all the services delivered by Deloitte to Crown.

Our Account Management structure is outlined below:

- Engagement Partner – Works with Victoria Whitaker and the engagement team to ensure the attainment of desired outcomes and responsible for the day-to-day delivery of each project. All necessary communications and status reports will be established to ensure all of the client stakeholders are fully informed of progress on the engagement

- Engagement team – the engagement team is responsible for the hands-on delivery of project or deliverables or operational delivery and run outcomes. Team members are selected based on their subject matter expertise, relevant training, and professional experience. The primary point of contact for the operations-based resources.

- Quality Assurance partner - The QA partner is to ensure that each project team remains focused on the agreed outcome and brings a fresh set of eyes to ensure that the engagement team use the appropriate tools and resources in the process of producing the right outcome.

- Senior support – David Boyd, Board member will serve as a senior advisor on this engagement, ensuring rigor and risk management.

The escalation process involves raising the visibility and action across the following levels:

- Team member escalates to Senior Manager
- Senior Manager escalates to the Engagement Director
- Engagement Director escalates to the Lead Engagement Partner
- Lead Engagement Partner escalates to the Quality Assurance Partner/Lead Client Service Partner

Independence:

We take independence seriously. As auditors we are seen as impartial by the market, and this is an important part of our trust and social license. As advisors, we provide support within business to build capability and transform. Independence in this project cannot be achieved whilst also providing advisory services. As your advisor on this project, we cannot claim independence, but we do believe we can conduct a robust and valid culture assessment, working with you.

Mandatory reporting:

Our Partners and staff have professional obligations in responding to actual or suspected non-compliance with laws and regulations (NOCLAR). Registered psychologists with mandatory reporting requirements will also serve on our team. We will agree with you at the outset how any revelations of illegal activity will be dealt with through this project.

Progress reporting:

Deloitte will meet on a monthly basis (and at the end of each Phase) with Crown's Project Whip to sign off on deliverables for the month. This meeting will also provide an opportunity to reflect on the next phase and agree any adjustments. Billing will be provided monthly.

Deloitte.

This proposal is not intended to be a binding offer or to give rise to a binding contract with us. If you want to accept our proposal, please let us know and we will provide you with an engagement letter which will be the basis of the contract between us for the proposed services.

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