

## Royal Commission into the Casino Operator and Licence (Royal Commission)

### Response to the Request for Statement from Deloitte Touche Tohmatsu – Project Darwin

Statement Prepared by Victoria Whitaker, Partner, Deloitte Touche Tohmatsu  
16 April 2021

#### 1 Briefly set out the professional qualifications of the person providing the statement.

1. I am a Partner in Risk Advisory, and bring 20 years of expertise in ethics, cultural integrity, and corporate responsibility. Throughout my career, I have helped organisations in Australia and globally understand and address ethical challenges, enhance culture, minimize risks, and maintain trust with stakeholders. I work across three portfolios in Deloitte Risk Advisory grounded in responsible business practices, including culture, trust & ethics and human rights. I lead cross disciplinary teams predominantly servicing financial services, energy & resources, and government, amongst other sectors.

#### 2 Annex a brief CV to the statement.

2. See item: *Victoria Whitaker Deloitte CV 2021* at Appendix 1.

### Project Darwin

#### 15 Describe the nature and scope of the review known as Project Darwin.

3. The purpose of Project Darwin is to provide an assessment of the maturity of the existing approach to organisational culture, conduct a current state of Crown Resorts' organisational culture (including risk culture), establish the target state culture, assess the gaps between the target state and current state organisational culture, and prepare a roadmap on how to close the gaps.
4. The purpose of the engagement is also set out in the engagement letter, see item:
  - 4.1. Engagement Letter Phase 1 - [DTT.005.0001.0223](#)
  - 4.2. Engagement Letter Phase 2-3 - [DTT.006.0001.0040](#)

#### 16 Outline the instructions received from Crown for the purpose of the review known as Project Darwin.

5. On 24 August 2021, Deloitte Partner's Richard Deutsch (CEO), Michael Williams and I met with Mr Barton, who requested that we provide the board and executive with an understanding of the current state of the organisational culture, including risk culture. This briefing was made verbally. He asked we prepare our recommended approach. Following that meeting we prepared a proposal of work that is outlined in document: Crown Proposal - Culture Review - Revised\_Final [DTT.006.0001.0099](#)).
6. We proposed four phases to this project. Various conversations between sending the proposal and signing the first letter of engagement, meant that we moved Phase 1 from being setting of the Target Culture to Phase 1 being an assessment of their approach to managing culture. This was to help us understand what they already had in place, and be able to provide an objective view to the Board of what the maturity of what was in place. Additionally, Mr Barton felt it would be better to do the Target State in the fourth phase, once the new executive team was in place, so they could have input and buy-in to the process.



7. Following those meetings it was agreed to proceed in according to Phase 1 and the letter of engagement was signed (23 Nov 2020 Letter of engagement Crown Culture Review - Phase 1\_signed.pdf [DTT.005.0001.0223](#))

**17 Attach a copy of the terms of engagement and any document setting out the instructions for Project Darwin.**

8. Original proposal - [DTT.005.0001.0224](#)
9. Signed Letter of Engagement Phase 1 - [DTT.005.0001.0223](#)
10. Signed Letter of Engagement Phase 2-3 - [DTT.005.0001.0222](#)

**18 Describe the way in which Deloitte carried out, or proposes to carry out, the review known as Project Darwin.**

11. Deloitte is delivering the project across Crown Resorts Limited, with a team sourced from Sydney, Melbourne and Perth. Deloitte is carrying out the review in accordance with Signed Letter of Engagement Phase 1 - [DTT.005.0001.0223](#) and Signed Letter of Engagement Phase 2-3 - [DTT.005.0001.0222](#)
12. In summary, we are carrying out the work in four phases are as follows:
  - 12.1. Phase 1: Assess cultural architecture
  - 12.2. Phase 2: Revise culture framework and conduct measurement
  - 12.3. Phase 3: Derive the insights
  - 12.4. Phase 4: Define the target culture state and roadmap
13. We have completed Phase 1, and are in the planning process for Phase 2. See further detail in Phases below – Question 22.
14. We have signed letters of engagement for Phase 1 and Phase 2 & 3, but not yet for Stage 4.

**19 Did Deloitte conduct any interviews with Crown staff or officers for the purpose of Project Darwin? Identify the persons interviewed.**

15. The project involves conducting formal interviews in Phase 1 and Phase 2 of the project.
16. The Phase 1 interviews have been completed and include interviews with the following people:
  - 16.1. Ken Barton, CEO
  - 16.2. Alicia Gleeson, Executive General Manager, Human Resources, Crown Melbourne
  - 16.3. Damir Kucan, Executive General Manager, Human Resources, Crown Perth
17. The Phase 2 interviews have not yet been designed, and stakeholders not yet selected, other than those currently sitting on the board or in the executive team. These meetings are currently being scheduled.
18. In addition to these formal interviews, a number of meetings have been held across the duration of the project. Given the number of meetings that have occurred in relation to this matter, I am not able to recollect for each meeting who precisely attended. In some instances, I am not certain if I attended the relevant meeting. Accordingly, I have identified the persons attending meetings in the schedule from



meeting invites and the best of my recollection. In some instances, I have been assisted by other members of my team to identify people who may have attended relevant meetings. Due to the size of some meetings, I have identified with an asterisk \* the persons who I am unable to determine were in attendance.

19. Date	Host	Deloitte Invited	Crown Invited	Subject	Duration	Meeting type
20. 1/12/2020	Deloitte	Victoria Whitaker Murray Lawson Michael Williams Abigail Budiawan Nicola Gleeson	Anne Siegers Alicia Gleeson	Crown - Culture review kick off	45mins	MS Teams
21. 7/12/2020	Deloitte	Victoria Whitaker Murray Lawson Abigail Budiawan Nicola Gleeson Michael Williams	Anne Siegers	Crown Culture Review: Weekly Check-in	30mins	MS Teams
22. 14/12/2020	Deloitte	Victoria Whitaker Murray Lawson Abigail Budiawan Nicola Gleeson Michael Williams	Anne Siegers	Crown Culture Review: Weekly Check-in	30mins	MS Teams
23. 14/12/2020	Crown	Victoria Whitaker Murray Lawson Abigail Budiawan	Alicia Gleeson	Culture Review With Deloitte	1hr	Webex
24. 16/12/2020	Deloitte	Victoria Whitaker Michael Williams Murray Lawson	Ken Barton	Crown / Deloitte Culture Review Interview	1hr	Zoom
25. 11/01/2021	Deloitte	Abigail Budiawan Nicola Gleeson Victoria Whitaker Michael Williams Murray Lawson	Anne Siegers	Crown Culture Review: Weekly Check-in	30mins	MS Teams
26. 12/01/2021	Deloitte	Murray Lawson Michael Williams Abigail Budiawan	Damir Kucan	Crown / Deloitte Culture Review Interview	1hr	Zoom
27. 13/01/2021	Deloitte	Victoria Whitaker Michael Williams Murray Lawson	Anne Siegers	Lunch - Crown/Deloitte	1hr30	Face-to-face
28. 18/01/2021	Deloitte	Abigail Budiawan Nicola Gleeson Victoria Whitaker Michael Williams Murray Lawson	Anne Siegers	Crown Culture Review: Weekly Check-in	30mins	MS Teams
29. 27/01/2021	Deloitte	Murray Lawson Victoria Whitaker Abigail Budiawan Nicola Gleeson Michael Williams	Anne Siegers	Crown: Walkthrough of Findings	1hr	MS Teams
30. 5/03/2021	Crown	Victoria Whitaker Murray Lawson Nicola Gleeson	Alicia Gleeson Assoc Prof David Solnet, University Queensland	Organisational Culture Assessment Catch-up	1hr	Webex



31. 18/03/2021	Deloitte	Murray Lawson Darienue D'Adamo	Ana-Maria Micallef	Organisational Culture Assessment Connect	30mins	MS Teams
32. 18/03/2021	Crown	Victoria Whitaker Murray Lawson Nicola Gleeson	Damir Kucan Tim Martin Tarita Neal Ian Tsolakis Shane Thomas Lara Wilson Angela Edwards Carolyn Nicolau Katrina Finlen	Organisational Culture Assessment Meeting   Deloitte + Crown Perth HRLT	1hr	Webex
33. 22/03/2021	Deloitte	Victoria Whitaker Murray Lawson Darienue D'Adamo	Anne Siegers	Crown Culture Review: Weekly Check-in	30mins	MS Teams
34. 23/03/2021	Deloitte	Murray Lawson Nicola Gleeson	Kirsten Mcardle Samuel Muir	Organisational Culture Review   Comms Requirements	45mins	MS Teams
35. 23/03/2021	Deloitte	Darienue D'Adamo Murray Lawson Nicola Gleeson	Gen Arnold	Organisational Culture Review   Reporting Requirements	30mins	MS Teams
36. 23/03/2021	Crown	Nicola Gleeson Murray Lawson	Ana-Maria Micallef	Briefing with Deloitte   Organisational Culture Review	30mins	Webex
37. 24/03/2021	Deloitte	Darienue D'Adamo Murray Lawson Nicola Gleeson	Ana-Maria Micallef	Organisational Culture Assessment Update	30mins	MS Teams
38. 29/03/2021	Deloitte	Murray Lawson Victoria Whitaker Darienue D'Adamo	Anne Siegers	Crown Culture Review: Weekly Check-in	30mins	MS Teams
39. 29/03/2021	Deloitte	Murray Lawson Nicola Gleeson	Gen Arnold Jean Stolley	Organisational Culture Assessment - Business Data & Metrics	45mins	MS Teams
40. 29/03/2021	Crown	Victoria Whitaker Murray Lawson Darienue D'Adamo	Anthony Mauro Claude Marais Inez Kosovich* Tarita Neal* Judy Vince* Yolande De Silva* Chris Schoenmaekers* Jay Grace* Vasula Kessell* Melissa Smith* Brian Lee* Sue Radalj* Lauren Hickey* Carter McVines* Melanie Strelein Faulks* Angela Edwards* Danielle Reynolds*	Deloitte presenting to Crown Perth (CX:EX   PLT   Executive Teams)	30mins	Webex



			Kelly Townson* Chris Harris* Tanya van Riessen* Andrew Cairns* Andrew Hill* Shannon Blake* Cori Cairns*			
41. 29/03/2021	Crown	Victoria Whitaker Murray Lawson Darienno D'Adamo	Anne Siegers Xavier Walsh Lonnie Bossi Peter Crinis	Deloitte   Project Scope for the Organisational Culture Assessment	30mins	Webex
42. 1/04/2021	Crown	Victoria Whitaker Murray Lawson Darienno D'Adamo	Anne Siegers Alicia Gleeson	Review Draft Culture Survey Questions	30mins	Webex
43. 6/04/2021	Deloitte	Murray Lawson Darienno D'Adamo	Anne Siegers	Crown Culture Review: Weekly Check-in	30mins	MS Teams
44. 7/04/2021	Crown	Murray Lawson Darienno D'Adamo	Anne Siegers Alicia Gleeson	Review Draft Culture Survey Questions	45mins	Webex
45. 7/04/2021	Crown	Murray Lawson Darienno D'Adamo	Kirsten Mcardle Samuel Muir	Crown and Deloitte - Communications Strategy	30mins	Webex
46. 9/04/2021	Crown	Murray Lawson Nicola Gleeson	Gen Arnold Jean Stolley	Catch up re Survey data	1hr	Webex
47. 12/04/2021	Deloitte	Victoria Whitaker Murray Lawson Nicola Gleeson	Anne Siegers Rehana Usuf	Crown Culture Review: Weekly Check-in	30mins	MS Teams
48. 13/04/2020	Deloitte	Victoria Whitaker Murray Lawson	Tony Weston	Introduction	30 mins	MS Teams
49. 14/04/2021	Deloitte	Murray Lawson Darienno D'Adamo Nicola Gleeson	Gen Arnold Jean Stolley	Crown Culture Focus Group Sampling	45mins	MS Teams
50. 14/04/2021	Crown	Murray Lawson Darienno D'Adamo Nicola Gleeson	Anne Siegers Lonnie Bossi Samuel Muir Jessica Woodford* Business Operations Team (we do not have a list of people in this team)	Perth Business Operations Team Meeting   Organisational Culture Review Survey - Briefing	30mins	Webex
51. 15/04/2021	Crown	Murray Lawson Darienno D'Adamo Nicola Gleeson	Anne Siegers Mark Holmes Samuel Muir Peter Crinis* Sean Knights* Dave Crossley* David Brown* Belinda Huxtable* Jason Yeates* Chris Kemlo* Leigh Potas* Sarah Briegel*	WEBEX   Organisational Culture Review Survey   Sydney BOT Briefing (Compulsory)	30mins	Webex



			<p>Steven Luxford*</p> <p>Lauren Carinci*</p> <p>Lisa Lomma</p> <p>Michael Bell*</p> <p>Chantal Hillman*</p> <p>Tracey Stevenson*</p> <p>John Salomone*</p> <p>David Stoddart*</p> <p>Tanya Bains</p> <p>Nic Emery*</p> <p>Michelle Fielding*</p> <p>Nick Stokes*</p> <p>Rowan Cameron*</p>			
52. 15/04/2021	Crown	<p>Murray Lawson</p> <p>Darlene D'Adamo</p> <p>Nicola Gleeson</p>	<p>Anne Siegers</p> <p>Xavier Walsh*</p> <p>Alexandra Smith*</p> <p>Alicia Gleeson</p> <p>Andre Ong</p> <p>Angelina Bowden-Jones*</p> <p>Ann Peacock*</p> <p>Ben Briggs</p> <p>Chris Crawford</p> <p>Chris Reilly</p> <p>Craig Morris</p> <p>Craig Walsh</p> <p>Danielle Reynolds*</p> <p>David Stoddart*</p> <p>Enda Cunningham*</p> <p>Greg Moore*</p> <p>Jade Knox</p> <p>Jan Williamson</p> <p>Joe Scaringi</p> <p>John Salomone*</p> <p>Josh Rogers</p> <p>Judy Vince*</p> <p>Kelly Jackson*</p> <p>Kierren Gersbach*</p> <p>Kylie Burchmore*</p> <p>Lauren Milsop</p> <p>Luke Overman</p> <p>Mark Kelly*</p> <p>Mark Mackay*</p> <p>Matthew Christie</p> <p>Matthew Luttick</p> <p>Matthew Young</p> <p>Meg Leahy</p> <p>Michelle Fielding*</p> <p>Natasha Stipanov*</p> <p>Nic Emery*</p> <p>Nick Stokes*</p> <p>Nicole Wendt*</p> <p>Oliver Von Brunn</p> <p>Peter Herring</p> <p>Peter Lawrence</p> <p>Quintin Lam*</p> <p>Sara Pagano*</p> <p>Sarina Persall</p> <p>Shane Thomas</p> <p>Shaun D'Cruz</p> <p>Simon Noonan*</p> <p>Sonja Bauer</p> <p>Stephen Hancock*</p>	<p>Business Operations Team (Melbourne)</p> <p>  Organisational Culture Review Survey Briefing</p>	30mins	Webex



			Susan Cassinides Tim Barnett* Tom Rickard* Tony Graham Wayne Hooke* Alan McGregor* Steven Blackburn* Peter Crinis* Samuel Muir		
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**20 Provide a summary of each interview. In particular, set out any cultural deficiencies or other problems identified by that staff member or officer.**

Date	Deloitte Invited	Crown Invited	Subject	Summary
1/12/2020	Victoria Whitaker Murray Lawson Michael Williams Abigail Budiawan Nicola Gleeson	Anne Siegers Alicia Gleeson	Crown - Culture review kick off	53. I do not specifically recall the details of this meeting, however, to the best of my recollection the purpose of this meeting was to kick-off Phase 1 of the project, provide introductions and discuss an ongoing operating rhythm.
7/12/2020	Victoria Whitaker Murray Lawson Abigail Budiawan Nicola Gleeson Michael Williams	Anne Siegers	Crown Culture Review: Weekly Check-in	54. I do not specifically recall the details of this meeting, however, to the best of my recollection the purpose of this meeting was to discuss the project progress, including any upcoming risks, actions or inputs required.
14/12/2020	Victoria Whitaker Murray Lawson Abigail Budiawan Nicola Gleeson Michael Williams	Anne Siegers	Crown Culture Review: Weekly Check-in	55. I do not specifically recall the details of this meeting, however, to the best of my recollection the purpose of this meeting was to discuss the project progress, including any upcoming risks, actions or inputs required.
14/12/2020	Victoria Whitaker Murray Lawson Abigail Budiawan	Alicia Gleeson	Culture Review With Deloitte	56. To the best of my recollection the purpose of this meeting was to interview Alicia to gain insights into the culture at Crown and supplement the findings of the artefact review for the Phase 1 report. 57. While I don't remember all examples specifically, our records show we discussed some potential cultural deficiencies perceived by Alicia - a summary of which includes: 58. The organisational structure is perceived to be potentially creating a disjointed culture across Melbourne and Perth properties, with the operations teams being powerful within the business. 59. Crown's people are perceived to be feeling quite battered after the past year, and there are some areas where psychological safety may be poor. 60. Managers potentially feeling pressure to meet financial targets. 61. People elements are reported up to the Board, but it was perceived few questions are seen to be received back from the Board. 62. There was a reluctance to report to the board some of the culture activities in the past, as there was a sense the budget would be cut without regard for its effect, just because it was a line item. Under the new board this is no longer perceived to be an issue.



				<p>63. In the past, GM and Exec have had a KPI around lifting engagement scores, however this may have shifted towards more of a focus on financial indicators in recent years.</p> <p>64. General performance management may have dipped in last few years, with a greater focus on financial management and performance.</p> <p>65. Performance reviews are inconsistently undertaken across the business</p> <p>66. Engagement scores have been found to diminish over tenure.</p> <p>67. There may be some permafrost in middle management meaning messages aren't filtering through the business, and capability lacking at lower management.</p> <p>68. The notes I have reviewed accord with my general recollection of the discussion.</p>
16/12/2020	Victoria Whitaker Michael Williams Murray Lawson	Ken Barton	Crown / Deloitte Culture Review Interview	<p>69. The purpose of this meeting was to interview Ken Barton to gain insights into the culture at Crown and supplement the findings from the artefact review for the Phase 1 report.</p> <p>70. While I don't remember all examples specifically, our records show we discussed some potential cultural deficiencies perceived by Mr Barton, a summary of which includes:</p> <p>71. Mr Barton reflected that the Bergen inquiry showed that there are examples where people have not investigated and solved underlying issues, when things that have gone wrong. That there is a culture that is reactive to risk – and of people raising things once but not continue to raise risks.</p> <p>72. There are perceptions people didn't hold others to account when things had gone wrong.</p> <p>73. There may be issues with siloed focus across properties and business units. Particularly given there is no Group Head of People and Culture in place (at time of meeting).</p> <p>74. There may be fear around speaking up and communicating bad news, potentially due to adverse consequences. And lack of clarity of who to go to when something goes wrong.</p> <p>75. There may be times when team members find it hard to say no to customers, where maybe they haven't broken a law but it doesn't fit within community expectations.</p> <p>76. There are perceptions that management may be focused on performance, growth etc as opposed to base compliance and the effect of these obligations</p> <p>77. There is a need for more board involvement and direction on culture. The Board has expressed a desire for extra visibility as they don't have confidence people are raising issues and want to be able to ask the question of how do we know people are appropriately weighting obligations, raising issues, addressing them etc.</p> <p>78. Mr Barton expressed a desire to focus on the VIP Business when asked about examining sub-cultures, with a view they may have a focus on revenue generation and sales.</p>





				79. The notes I have reviewed accord with my general recollection of the discussion
11/01/2021	Abigail Budiawan Nicola Gleeson Victoria Whitaker Michael Williams Murray Lawson	Anne Siegers	Crown Culture Review: Weekly Check-in	80. I do not specifically recall the details of this meeting. 81. The purpose of this meeting was to discuss the project progress, including any upcoming risks, actions or inputs required.
12/01/2021	Murray Lawson Michael Williams Abigail Budiawan	Damir Kucan	Crown / Deloitte Culture Review Interview	82. I did not attend this meeting, but our records show that the purpose of this meeting was to interview Mr Kucan to gain insights into the culture at Crown and supplement the findings from the artefact review for the Phase 1 report. 83. Potential cultural deficiencies perceived by Mr Kucan were discussed, a summary of which includes: 84. Potential gaps in alignment of performance management with strategy. 85. Potential different cultures between Perth and Melbourne – with Melbourne perceived to be more siloed and less collaborative.
13/01/2021	Victoria Whitaker Michael Williams Murray Lawson	Anne Siegers	Lunch - Crown/Deloitte	86. The purpose of this meeting was to catch up for an informal lunch and see the new Sydney casino. 87. The meeting was casual and covered some personal aspects, some common knowledge topics. 88. In relation to Crown, I recall we discussed the new casino and how it is set out; we discussed changes happening to the board with a few board members having stepped down. Anne showed that she welcomed the changes as necessary.
18/01/2021	Abigail Budiawan Nicola Gleeson Victoria Whitaker Michael Williams Murray Lawson	Anne Siegers	Crown Culture Review: Weekly Check-in	89. I do not specifically recall the details of this meeting. 90. The purpose of this meeting was to discuss the project progress, including any upcoming risks, actions or inputs required.
27/01/2021	Murray Lawson Victoria Whitaker Abigail Budiawan Nicola Gleeson Michael Williams	Anne Siegers	Crown: Walkthrough of Findings	91. The purpose of this meeting was to provide a walkthrough of the key findings from the Phase 1 Report. 92. We did this through a page turn of the report and the findings. 93. I do not specifically recall the details of the conversation in relation to this page turning or any feedback we received. 94. Anne thanked us for the report, and asked that the report be sent to her for a detailed read.
5/03/2021	Victoria Whitaker Murray Lawson Nicola Gleeson	Alicia Gleeson Assoc Prof David Solnet, University Queensland	Organisational Culture Assessment Catch-up	95. I do not specifically recall all the details of this meeting. 96. The purpose of this meeting was to provide an overview of the overall project scope and plan for Phase 2 & 3. 97. To the best of my recollection Assoc Prof David Solnet attended the meeting and provided an overview of the performance management work he is undertaking at Crown. 98. David's work given it was also behaviourally oriented, and the goal was to ensure that the



				<p>two programs spoke to each other and leveraged each other.</p> <p>99. We were introduced to David’s work at a high level, and we generally discussed how the next phase of our project would roll out.</p>
18/03/2021	Murray Lawson Darienne D'Adamo	Ana-Maria Micallef	Organisational Culture Assessment Connect	100. I did not attend this meeting, but our records show that the purpose of this meeting was to provide an overview of the overall project scope and plan and discuss the approach to the survey and communications.
18/03/2021	Victoria Whitaker Murray Lawson Nicola Gleeson	Damir Kucan Tim Martin Tarita Neal Ian Tsolakis Shane Thomas Lara Wilson Angela Edwards Carolyn Nicolau Katrina Finlen	Organisational Culture Assessment Meeting   Deloitte + Crown Perth HRLT	<p>101. I do not specifically recall all the details of this meeting.</p> <p>102. Our records show the purpose of this meeting was to provide an overview of the overall project scope and plan.</p> <p>103. A potential consideration raised was that the culture assessment is being conducted during a period of disruption at Crown (e.g. Royal Commission), which could impact the results.</p> <p>104. A potential culture deficiency raised was a perception of capability gaps at Crown around ethical decision making.</p> <p>105. We discussed how this gap could be bridged through ethics training and by embedding ethical dimensions more deeply and formally within their existing decision-making processes.</p> <p>106. They requested we provide a proposal for this work.</p> <p>107. The notes I have reviewed accord with my general recollection of the discussion.</p>
22/03/2021	Victoria Whitaker Murray Lawson Darienne D'Adamo	Anne Siegers	Crown Culture Review: Weekly Check-in	<p>108. I do not specifically recall all the details of this meeting.</p> <p>109. Our records show the purpose of this meeting was to discuss the project progress, including any upcoming risks, actions or inputs required.</p>
23/03/2021	Murray Lawson Nicola Gleeson	Kirsten Mcardle Samuel Muir	Organisational Culture Review   Comms Requirements	<p>110. I did not attend this meeting, but our records show that the purpose of this meeting was to provide an overview of the project scope and plan, with a focus on communication requirements. It was highlighted that strong communications for leaders would be important.</p> <p>111. It was discussed that previous surveys have had a good response rate.</p> <p>112. It was discussed that there is a population at Crown with English as a second language, so there is an opportunity to explore translating survey FAQs into other languages.</p>
23/03/2021	Darienne D'Adamo Murray Lawson Nicola Gleeson	Gen Arnold	Organisational Culture Review   Reporting Requirements	113. I did not attend this meeting, but our records show that the purpose of this meeting was to discuss the reporting requirements required throughout the project, including business metrics and organisational structure data.
23/03/2021	Nicola Gleeson Murray Lawson	Ana-Maria Micallef Tim Spearman Jacinta Cubillo Lauren Carinci Marcus Maccora Alicia Gleeson Kirsten McArdle	Briefing with Deloitte   Organisational Culture Review	<p>114. I did not attend this meeting, but our records show that the purpose of this meeting was to discuss the project overview and timeline and general support required from the Human Resource Managers.</p> <p>115. It was discussed that Crown employees have been completed a number of surveys, and there was been consistent feedback on</p>



		Samuel Muir		<p>needing to be kept inform of progress and outcomes.</p> <p>116. It was raised was that Crown is in a state of repair right now, and that the project team will need to remain empathetic while also keeping the momentum for this project going.</p>
24/03/2021	Darienne D'Adamo Murray Lawson Nicola Gleeson	Ana-Maria Micallef	Organisational Culture Assessment Update	117. I did not attend this meeting, but our records show that the purpose of this meeting was to provide an update on the Culture Survey approach and communications, stakeholder engagement and further support required.
29/03/2021	Murray Lawson Victoria Whitaker Darienne D'Adamo	Anne Siegers	Crown Culture Review: Weekly Check-in	<p>118. I do not specifically recall all the details of this meeting.</p> <p>119. Our records of the purpose of this meeting was to discuss the project progress, including any upcoming risks, actions or inputs required.</p>
29/03/2021	Murray Lawson Nicola Gleeson	Gen Arnold Jean Stolley	Organisational Culture Assessment - Business Data & Metrics	120. I did not attend this meeting, but our records show that the purpose of this meeting was to discuss the Crown Culture Survey and the culture indicator list.
29/03/2021	Victoria Whitaker Murray Lawson Darienne D'Adamo	Anthony Mauro Claude Marais Inez Kosovich* Tarita Neal* Judy Vince* Yolande De Silva* Chris Schoenmaekers* Jay Grace* Vasula Kessell* Melissa Smith* Brian Lee* Sue Radalj* Lauren Hickey* Carter McVines* Melanie Strelein Faulks* Angela Edwards* Danielle Reynolds* Kelly Townson* Chris Harris* Tanya van Riessen* Andrew Cairns* Andrew Hill* Shannon Blake* Cori Cairns*	Deloitte presenting to Crown Perth (CX:EX   PLT   Executive Teams)	<p>121. I do not specifically recall all the details of this meeting.</p> <p>122. Our records show the purpose of this meeting was to provide an overview of the project scope and timelines.</p> <p>123. It was discussed whether data being collected through the project will reflect the sentiment of the business being under high levels of scrutiny, uncertainty and associated stress.</p> <p>124. A potential cultural deficiency identified was a perception that capability could be further developed around ethical decision making. It was identified that there is a need to equip employees with tools to improve and assist their judgement.</p> <p>125. The notes I have reviewed accord with my general recollection of the discussion.</p>
29/03/2021	Victoria Whitaker Murray Lawson Darienne D'Adamo	Anne Siegers Xavier Walsh Lonnie Bossi Peter Crinis	Deloitte   Project Scope for the Organisational Culture Assessment	<p>126. I do not specifically recall all the details of this meeting.</p> <p>127. Our records show the purpose of this meeting was to provide an overview of the project scope and upcoming milestones, including the Crown Culture Survey. Crown attendees requested to review the Culture Survey questions prior to the survey launch.</p>



				<p>128. To the best of my recollection, the CEOs were interested in understanding the culture of speak up across the business</p> <p>129. A potential cultural deficiency highlighted was that it is perceived that in the past issues have arisen, but not been assigned to the right level to resolve them.</p> <p>130. The notes I have reviewed accord with my general recollection of the discussion.</p>
1/04/2021	Victoria Whitaker Murray Lawson Darienno D'Adamo	Anne Siegers Alicia Gleeson	Review Draft Culture Survey Questions	<p>131. I do not specifically recall all the details of this meeting.</p> <p>132. Our records show the purpose of this meeting was to review the draft Crown Culture Survey questions.</p> <p>133. We took Anne and Alicia through our proposed approach and questions being asked.</p> <p>134. Topics discussed included the time boundary for the survey and the approach to surveying the front-line business units.</p> <p>135. Anne and Alicia committed to reading the survey in detail.</p>
6/04/2021	Murray Lawson Darienno D'Adamo	Anne Siegers	Crown Culture Review: Weekly Check-in	<p>136. I did not attend this meeting, but our records show that the purpose of this meeting was to discuss the project progress, including any upcoming risks, actions or inputs required.</p>
7/04/2021	Murray Lawson Darienno D'Adamo	Anne Siegers Alicia Gleeson	Review Draft Culture Survey Questions	<p>137. I did not attend this meeting, but our records show that the purpose of this meeting was to review the draft Crown Culture Survey questions, based on any feedback incorporated in the first review meeting (1/04/2021).</p>
7/04/2021	Murray Lawson Darienno D'Adamo	Kirsten Mcardle Samuel Muir	Crown and Deloitte - Communications Strategy	<p>138. I did not attend this meeting, but our records show that the purpose of this meeting was to discuss the Crown Culture Survey communications approach and any feedback received on the communications to date.</p> <p>139. A potential culture deficiency highlighted was that there were perceptions that employees may be sceptical of what outcomes will occur from the Crown Culture Survey, as they had completed similar surveys in the past and it was perceived not seen much action come out of them.</p>
9/04/2021	Murray Lawson Nicola Gleeson	Gen Arnold Jean Stolley	Catch up re Survey data	<p>140. I did not attend this meeting, but our records show that the purpose of this meeting was to discuss final details of the Crown Culture Survey around the demographic questions and review the draft culture indicator list.</p>
12/04/2021	Victoria Whitaker Murray Lawson Nicola Gleeson	Anne Siegers Rehana Usuf	Crown Culture Review: Weekly Check-in	<p>141. I do not specifically recall all the details of this meeting.</p> <p>142. Our records show the purpose of this meeting was to discuss the project progress, including any upcoming risks, actions or inputs required.</p> <p>143. We were introduced to Rehana Usuf, who would be assisting Ms Siegers in the project management of this project (amongst others) until a suitable project manager was recruited under Mr Weston once he started.</p> <p>144. We did however discuss that the project had been running slightly behind schedule, and agreed a later deliverable timeline of July. Ms</p>



				Sieger's preference was that we get the project right, rather than stick to the timeframe agreed.
13/04/2020	Victoria Whitaker Murray Lawson	Tony Weston	Introduction	145. The purpose of this meeting was to introduce ourselves to Mr Weston the incumbent Chief People and Culture Officer. 146. We shared with Mr Weston the project plan. Including the phases and what was in the two engagement letters. 147. Mr Weston asked if Phase 4 had been signed off. We confirmed it hadn't. He expressed a desire to have this sorted out as soon as possible. With a view that this needed to be delivered soon after the findings as it was a priority for the business.
14/04/2021	Murray Lawson Darienne D'Adamo Nicola Gleeson	Gen Arnold Jean Stolley	Crown Culture Focus Group Sampling	148. I did not attend this meeting, but our records show that the purpose of this meeting was to discuss the sampling approach for focus groups at Crown, and how previous focus groups have been organised and conducted across the organisation.
14/04/2021	Murray Lawson Darienne D'Adamo Nicola Gleeson	Anne Siegers Lonnie Bossi Samuel Muir Jessica Woodford* Business Operations Team (we do not have a list of people in this team)	Perth Business Operations Team Meeting   Organisational Culture Review Survey - Briefing	149. I did not attend this meeting, but our records show that the purpose of this meeting was to provide an overview of the overall project scope, the approach to developing the Crown Culture Survey and the communications and launch timeline.
15/04/2021	Murray Lawson Darienne D'Adamo Nicola Gleeson	Anne Siegers Mark Holmes Samuel Muir Peter Crinis* Sean Knights* Dave Crossley* David Brown* Belinda Huxtable* Jason Yeates* Chris Kemlo* Leigh Potas* Sarah Briegel* Steven Luxford* Lauren Carinci* Lisa Lomma Michael Bell* Chantal Hillman* Tracey Stevenson* John Salomone* David Stoddart* Tanya Baini Nic Emery* Michelle Fielding* Nick Stokes* Rowan Cameron*	WEBEX   Organisational Culture Review Survey   Sydney BOT Briefing (Compulsory)	150. I did not attend this meeting, but our records show that the purpose of this meeting was to provide an overview of the overall project scope, the approach to developing the Crown Culture Survey and the communications and launch timeline.



<p>15/04/2021</p>	<p>Murray Lawson Darienno D'Adamo Nicola Gleeson</p>	<p>Anne Siegers Xavier Walsh* Alexandra Smith* Alicia Gleeson Andre Ong Angelina Bowden-Jones* Ann Peacock* Ben Briggs Chris Crawford Chris Reilly Craig Morris Craig Walsh Danielle Reynolds* David Stoddart* Enda Cunningham* Greg Moore* Jade Knox Jan Williamson Joe Scaringi John Salomone* Josh Rogers Judy Vince* Kelly Jackson* Kierren Gersbach* Kylie Burchmore* Lauren Milsop Luke Overman Mark Kelly* Mark Mackay* Matthew Christie Matthew Luttick Matthew Young Meg Leahy Michelle Fielding* Natasha Stipanov* Nic Emery* Nick Stokes* Nicole Wendt* Oliver Von Brunn Peter Herring Peter Lawrence Quintin Lam* Sara Pagano* Sarina Persall Shane Thomas Shaun D'Cruz Simon Noonan* Sonja Bauer Stephen Hancock* Susan Cassinides Tim Barnett* Tom Rickard*</p>	<p>Business Operations Team (Melbourne)   Organisational Culture Review Survey Briefing</p>	<p>151. I did not attend this meeting, but our records show that the purpose of this meeting was to provide an overview of the overall project scope, the approach to developing the Crown Culture Survey and the communications and launch timeline.</p>
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		Tony Graham Wayne Hooke* Alan McGregor* Steven Blackburn* Peter Crinis* Samuel Muir		
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**21 Identify the employees of Deloitte who worked, or are working, on Project Darwin, and give a brief explanation of the roles and responsibilities of each person.**

152.The following people have worked on this project:

Name	Job title	Project role
Victoria Whitaker	Partner, Risk Advisory	Lead Engagement Partner
Matthew Fraser	Partner, Risk Advisory	Quality Assurance Partner
David Boyd	Partner, Risk Advisory; Deloitte Board Member	Project Partner – Governance / Board / Risk specialist
Michael Williams	Partner, Human Capital	Project Partner (Phase 1 only)
Elma Von Wielligh-Louw	Partner, Internal Client Services National Quality and Risk	Quality and Risk Leader
Murray Lawson	Director, Risk Advisory	Lead Engagement Director
Abigail Budiawan	Senior Advisor, Risk Advisory (since departed Deloitte)	Project Team Member (Phase 1 only)
Darienne D’Adamo	Senior Consultant, Human Capital	Project Team Member (Phase 2 only)
Nicola Gleeson	Consultant, Human Capital	Project Team Member

**22 How far has Project Darwin progressed? Insofar as Project Darwin will be undertaken in phases, describe each phase.**

153.Phase 1 has been completed.

154.Phase 1 was largely a desktop review of Crown’s artefacts which enabled Crown’s approach to culture. This was supported by a limited number of interviews with Ken Barton, former CEO, Alicia Gleeson, EGM Human Resources Melbourne & Sydney, and Damir Kucan, EGM Human Resources Perth, to validate the documents we were reading. Our assessment was conducted against Deloitte’s culture maturity model. The model covers five key areas: Governing Culture, Defining Culture, Enabling Culture, Measuring and Reporting Culture, and Changing Culture.

155.A draft report was submitted to Anne Siegers on 20/01/2021. I believe this has been socialised with the board and executive teams for both Perth and Melbourne and the Group executive team. We expect it to be finalised in the coming weeks.

156.We are currently in Phase 2 of the project.

157.Phase 2 is aimed at establishing an appropriate approach to measuring Crown’s culture based on the findings in Phase 1 and the objectives of the business in understanding the culture. It requires us to understand their cultural priorities, identifying the measures currently available and filling gaps with metrics from Deloitte’s existing frameworks. The field work involves undertaking an all staff survey, supported by internal and external interviews and focus groups. We will also undertake data analysis across relevant business data, as well as observations of selected meetings to further understand the culture.

158.The survey will be released on Monday 19th April and will remain open for 2-3 weeks. We are also currently undertaking stakeholder assessment to determine the appropriate people to participate in the interviews



and focus groups. We have established the business data relevant and available to our study, but have not yet commenced gathering the data itself. Data collection for Phase 2 will occur between April and June.

159. In Phase 3 we will analyse the data and prepare our report. A draft report will be submitted to Crown in July.

160. In Phase 4, we will work with the business to establish the target culture for the business. This includes potentially redeveloping the values of the business, as well as shaping the desirable mindsets and behaviours required of people in the business in order to achieve the strategic objectives. We will then undertake a gap analysis to determine if there is a gap between the current culture and the target culture and work with Crown to close the gaps through an action planning process, developing a roadmap for change. This will be presented in a final report to the Executive and Board.

161. At this point in time, we only have engagement letters covering phases 1, 2, 3. We do not yet have a signed engagement letter for Phase 4 as the nature of the approach may change depending on the output from Phase 3. This said, we have received indication from Tony Weston (meeting dated: 13/04/2021) that he would like to confirm this Phase as an important part of the project as soon as possible.

**23 Is it proposed that there will be interim reports for Project Darwin? If yes, what is the proposed timing for any interim report as well as the final report?**

162. To date we have produced a Phase 1 draft report. *Crown Culture Phase 1 Report\_Draft v1.0.pdf* - [DTT.006.0001.0287](#). We are expecting this to be signed off as final in the coming weeks.

163. In Phase 2 & 3 there will be a draft report of findings presented to the business to correct any factual errors. Typically, this might involve for example the incorrect name / spelling being applied to a Business Unit or person. This will be submitted to the client towards the conclusion of this phase, currently scheduled for July, with the final report for this phase to be submitted early August, depending on the time taken to receive feedback.

**24 Attach a copy of any interim or draft report of Project Darwin.**

164. See item: *Crown Culture Phase 1 Report\_Draft v1.0.pdf* - [DTT.006.0001.0287](#)

**25 Describe the findings that have been made during the course of completion of any phase of Project Darwin.**

165. In Phase 1 of the project we reviewed how Crown currently manages its culture. We did this against Deloitte's culture maturity framework, which included 5 components: Governing Culture, Defining Culture, Enabling Culture, Measuring and Reporting Culture, and Changing Culture.

166. Our findings so far are outlined in detail in *Crown Culture Phase 1 Report\_Draft v1.0.pdf* [DTT.006.0001.0287](#)  
In broad summary:

167. We found two separate approaches / framework to thinking about culture:

168. Customer Experience, Employee Experience (CXEX) framework focuses on the interconnected elements between employee experience that elevate customer experience, and vice versa. An important dimension of this is culture. It outlines the organisational values, and do and don't behaviours attached to each.

169. Risk culture – this is part of the risk management strategy. The risk culture framework has been defined by the business, and includes clear behaviours required to effectively manage risk across the business.





170. Our overarching finding was that these frameworks need to be brought together into one coherent framework, which helps Crown's people balance customer service and risk management. And that a governance framework is established for culture and that the board is assured of the effectiveness of the culture on a regular basis.
171. In further detail, we broke our findings across five key areas: Governing Culture, Defining Culture, Enabling Culture, Measuring and Reporting Culture, Changing Culture. As summarised within the report:
172. Governing Culture –
173. Ownership and responsibility for Crown's risk culture was found to be documented in key governance documentation (noting that some documents were still in draft), though less clearly established for organisational culture. Documented responsibility for organisational culture was limited to an expectation that the Board approve Crown's statement of values and instil Crown's values and performance. We did not observe documented Executive level (and below) accountability for managing organisational culture. Anecdotally, stakeholders reflected a strong sense of ownership and responsibility regarding culture from within the business (e.g., business unit leads).
174. Crown has sought to strengthen the degree to which its organisational structure supports good governance of organisational culture. Revision to Crown's organisational structure in December 2020 created a new Chief People and Culture Officer role, intended to establish group-level oversight of HR and organisational culture within Crown. Prior to this restructure, responsibility for HR was shared between the two established properties, limiting the extent to which a cohesive approach to people and culture could be established – for example, stakeholders reflected frustrations with the quasi-group structure and noted the prevalence of sub-cultures within the two properties.
175. Defining Culture –
176. Some integration of organisational culture was observed in Crown's organisational strategy and objectives, most notably from a risk and compliance culture perspective. Crown's Risk Management Strategy explicitly recognises the role of culture in how risk is managed and articulates the link between risk culture and risk management. There is an opportunity to further recognise and define the way in which Crown's organisational culture enables the organisation to deliver on its strategy, as part of setting Crown's target culture and defining the culture roadmap. This would enable Crown to progress to a more holistic, mature integration of organisational culture into strategy and objectives, beyond a siloed focus on customer and risk cultures.
177. Crown's new organisational values and purpose statement were designed and rolled out as part of the CX-EX program, setting a clear foundation for what a target culture at Crown may look like. These values and purpose statement were supported with a clear communication strategy, and roadmap for integration into Crown's broader organisational mechanisms. Further measurement is required to understand the extent to which the values are understood by leadership and employees, and seen to be enacted and embedded into the current state culture of the organisation.
178. Communication at Crown leverages multiple channels and methods to communicate messages throughout the organisation. Communications relating to the launch of Crown's organisational values (as part of the CX-EX program) are strong and robust. These communications utilise a range of digital communications, physical environment communications, leadership communications, and manager and employee briefings to cascade key messages. Ensuring consistency in top-down communication across all Crown properties and integrating messages around organisational culture into existing organisation-wide communications would further strengthen Crown's approach to driving the desired behaviours.

#### 179. Enabling Culture –

180. Crown's organisational values have been integrated into some of the key policies and processes that act as positive drivers of organisational culture and behaviour, such as the Code of Conduct and Anti-Bribery and Corruption Policy. However, some policies still require updating to ensure appropriate embedment and consistent reinforcement of Crown's organisational values and desired behaviours. Further assessment is required to determine whether the existing policies, procedures and systems are understood, utilised and adhered to throughout the organisation and that they sufficiently reinforce desired behaviours.
181. Crown has partially integrated its organisational values and purpose statement throughout recruitment and induction processes and policies, with further work to review recruitment as part of the CX-EX program anticipated. Employees and Managers involved in the recruitment process undergo training designed to reinforce the organisational values, which are also intended to be promoted when advertising for roles to attract candidates who resonate with Crown's values, and reinforced through Crown's induction training. Crown's approach to embedding organisational culture in recruitment and induction could be further enhanced by ensuring the review of recruitment is in line with organisational culture more holistically (e.g., risk culture considerations), and through introducing initiatives that continue to encourage cultural alignment while on-the-job (e.g., a buddy system).
182. Crown's current performance management process is not seen to be consistently applied across the organisation and does not reflect Crown's new organisational values and behavioural expectations. A new performance management framework is under development, which will see Crown's talent and performance management processes clearly aligned with the organisational values and behaviours and is intended to provide a strong foundation for fostering a culture of continuous development. Consideration of how the new framework will be embedded and adopted through the organisation will be critical. We recommend Crown engage managers early in the roll-out process and ensure appropriate learning is available to help managers and employees navigate the new framework.
183. Crown's incentives and consequences processes are aligned with customer outcomes and compliance; however, further work could be done to ensure they are driving the behavioural expectations in line with the organisational values. Reviewing incentives and consequences in alignment with the CX-EX program will ensure they reinforce a positive employee experience, and recognition could be strengthened through providing more structure and technology to support the process (e.g., introducing a digital recognition platform to encourage employees to recognise their colleagues).
184. The employee experience uplift conducted to date through Crown's CX-EX program has been comprehensive, research-based, and leverages human-centred design principles. While still ongoing, the CX-EX program strongly considers the link between culture, employee experience and customer experience, though delivery of CX-EX initiatives was reported to have some degree of variation the two sites. Ensuring equal delivery across each of Crown's locations will assist in driving a consistent approach to developing Crown's organisational culture, and further strengthen maturity in this area.
185. Some consideration has been given to the impact of Crown's physical work environment on organisational culture and behaviours, evident through plans to upgrade employee amenities and spaces as part of the CX-EX program. We recommend that other elements impacting the work environment (e.g., flexible working arrangements, information sharing processes and systems) are reviewed to ensure they enable Crown's



target culture (once defined). Additionally, reviewing the work environment in line with Crown's organisational values presents a significant opportunity to drive and support the behavioural expectations.

186. Learning experiences at Crown were observed as having been designed as positive drivers of organisational culture. Learning was observed as a top priority, evident through ongoing, established programs such as Crown College and the front-line leadership programs. However, documentation and stakeholders reflected that some learning, specifically related to embedding Crown's organisational values and behaviours, was not consistently deployed or utilised across all Crown's locations. There is an opportunity to tailor learning content regarding Crown's culture to the unique needs of each business unit and/or location, in addition to ensuring it is accessible and embedded in the flow of work.

187. Measuring and Reporting Culture –

188. Crown has clearly defined and outlined an ongoing measurement approach for risk culture, with the caveat that the full approach for qualitative assessment (e.g., employee perspectives) is still in development. While some effort has been undertaken to assess broader organisational culture, and some measurement of culture elements was observed as part of other assessments, no documented strategy or approach for regular and comprehensive assessment of organisational culture was identified.

189. Limited formal processes were observed regarding the regular reporting of Crown's organisational culture. To date, reporting of organisational culture was found to be limited to culture-adjacent assessments (e.g., as part of the EX survey conducted through the CX-EX program, engagement surveys), and some references to culture in external reporting (e.g., Annual Report). While reporting of Crown's risk culture appeared take a more structured approach, with the risk culture reporting template demonstrating strong alignment with the risk and compliance culture framework, these processes are noted to be in draft and not yet implemented. Reporting maturity around organisational culture would benefit from defining and implementing a structured process, especially up to Board.

190. Crown's employee listening approach has comprised annual engagement surveys, as well as assessments conducted as part of the CX-EX program (2018 EX survey, and subsequent pulse surveys). The approach will be strengthened significantly in early 2021 with the full implementation of a voice of employee listening strategy (VoE) through the Medallia platform, which will provide a channel to gather employee feedback (e.g., hosting relationship and pulse surveys).

191. Changing Culture -

192. Crown has not yet articulated a target state culture, nor established a formal culture roadmap. However, some progress has been made in that the organisational values and behavioural expectations, which would underpin Crown's target culture, have already been formally defined and communicated across the organisation. A CX-EX roadmap with strategic actions closely linked to enabling organisational culture has been outlined as part of the program, which included the roll-out of Crown's organisational values and purpose. We recommend developing a more holistic roadmap to support achieving Crown's target culture (once defined), which would also include elements around the governance, measurement and reporting of culture.

**26 Outline any presentation given to Crown in relation to the results or interim results of Project Darwin.**



193. Deloitte provided Anne Siegers with a walk-through of the findings of the report on 27 January 2021. This was done remotely, with the report being presented on screen and talked to. We understand that the report has been submitted to the board and executive. We are awaiting their final feedback for sign-off which we anticipate will be in the coming weeks.



Appendix 1: Victoria Whitaker CV

# Victoria Whitaker

## Partner

**Risk Advisory**  
**Australia**



Victoria is a Partner in Risk Advisory, and brings 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, and reduce social and environmental impacts. Victoria works across three portfolios at Deloitte grounded in responsible business practices, including risk culture, ethics and human rights. Victoria’s consulting and commercial experience has seen her lead cross disciplinary teams predominantly servicing financial services, energy & resources, and government, amongst other sectors.

**Technologies and skills** Ethics, risk culture, human rights, sustainability strategy, stakeholder engagement, change management, behaviour change, communication and adult education, non-financial risk management and reporting.

**Industries and summaries** Financial services, energy & resources and government amongst other sectors

**Education** Macquarie University  
 Master, Sustainability Education, Distinction  
  
 University of Technology  
 Bachelor of Arts

**Memberships & Professional training** CAANZ

**Projects and experience**

**Risk culture**

- Assist organisations in developing their risk culture frameworks, and assisting in organisational change to enhance risk culture. This includes enabling risk culture across large and small organisations, in FSI, ER&I and government. Assessments include design and operational effectiveness of risk culture frameworks (governance, defining of culture, measurement and reporting, changing risk culture). As well as current state assessments of risk culture.
- Led the design and baseline measurement integrating culture and risk culture for a big four bank and a global insurance company. Our bespoke approach leveraged their existing organisational values and risk appetite to derive lead and lag indicators connecting mindsets, beliefs and behaviours to strategic and risk outcomes.
- Led the design and embedment of risk culture into the audit function for large global mining company. The design involved significant internal stakeholder engagement, while the embedment involved significant uplift of the audit team in understanding the psychology dimensions of risk culture.
- Led the delivery of a significant risk culture survey to a professional services entity across Asia Pacific, involving 8 country offices, ~70,000 people and 4 languages. The survey included qualitative and quantitative data and benchmarking.
- Identified as recommended provider of risk culture by ComCover, the federal government insurance body. Including providing risk culture education and assessments across Federal government agencies.

**Ethics / Trust**

- A large international organisation wanted to develop a responsible decision-making framework to support them in making decisions that leave the industry in a better place. A commitment to



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sustainability and desire to meet community expectations of today's business, this organisation appointed Deloitte to translate and operationalise the company's mission into a decision-making framework.

Deloitte engaged in a thorough review of prior research, along with a deep dive into the Mission and Values of the company. Workshops and interviews with executive staff and leaders within the organisations guided the structure of the framework. Sound ethical assumptions along with an understanding of the standards and norms of the organisation flavoured the construct of the decision-making framework. The framework has been embedded within executive decision making as a pilot before its broader expansion to the business. The framework has been responded to as proactive, balanced, collaborative and transparent, and is realised as a key condition in the business's transformation to an organisation of innovation and excellence.

- A start-up fintech company wanted to set the foundations for ethical decision making as they rapidly grew as a company towards listing in the coming years. Deloitte was commissioned to assist the company in eliciting their organisational values and embedding them into a code of ethics.
- Deloitte was commissioned to assist this high profile for purpose organisation in establishing a clear ethical decision making framework, which aligned their member interests with their commercial interests. Deloitte completed their ethical framework by clarifying their values through a consultative process, and eliciting clear principles for decision making. This was then embedded into a clear process and governance framework for decision making.

#### **Human Rights / Modern Slavery**

- Victoria leads Deloitte's Human Rights practice, and works to address the most egregious forms of modern slavery. Victoria has led multiple engagements to provide boards and executives with assurances that they are reducing their exposure to modern slavery by overseeing projects which investigate operational and supply chain risk to modern slavery; delivers modern slavery and human rights training; addresses suppliers due diligence in relation to modern slavery; and helps organisations execute effective programs of works to address modern slavery.
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